



**Calhoun: The NPS Institutional Archive**

---

Facts and Statistics

Fact Books

---

2013

# Naval Postgraduate School / Fact Book 2013 (reissued version)

Naval Postgraduate School Office of Institutional Research

Monterey, California: Naval Postgraduate School.

---

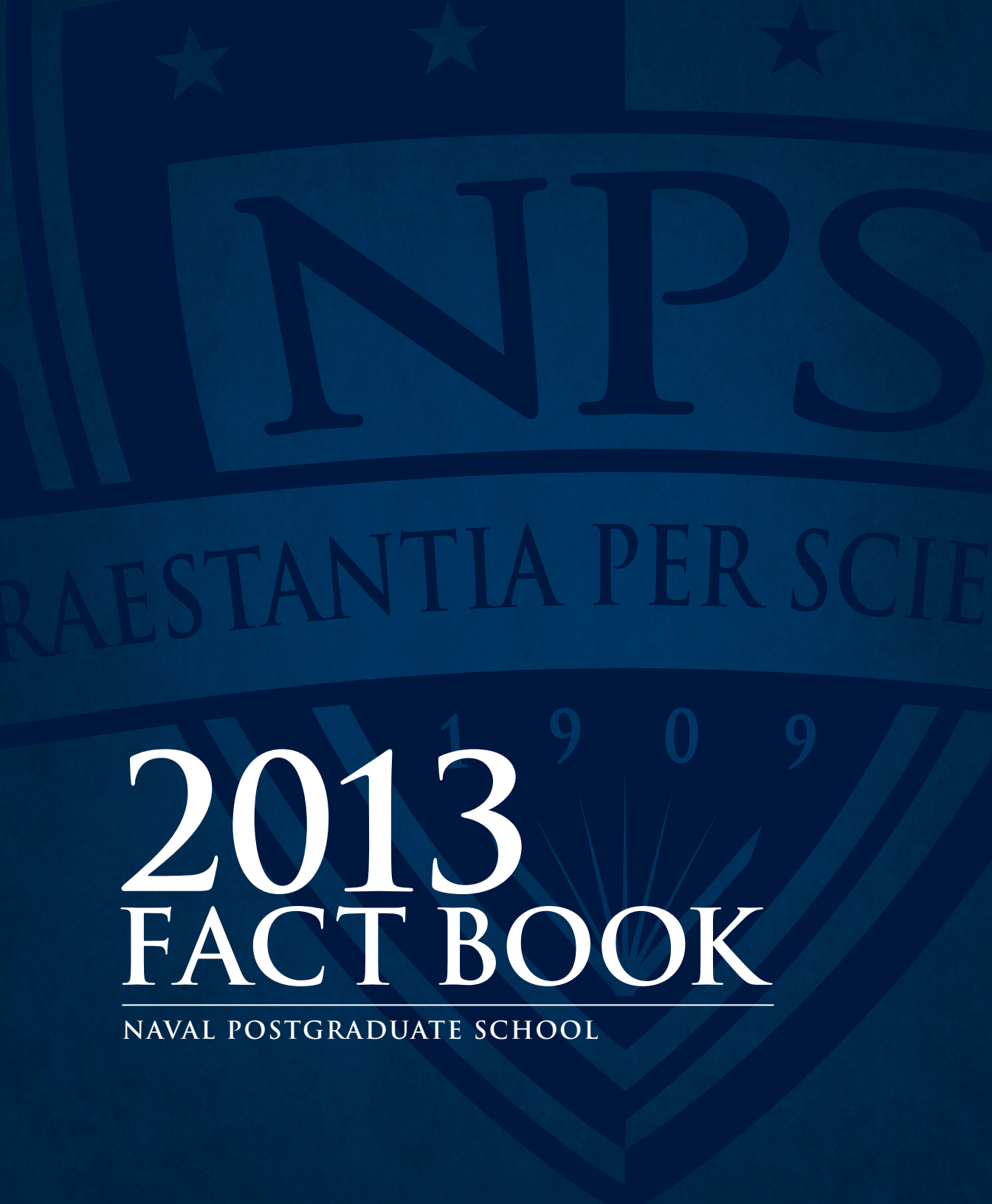
<http://hdl.handle.net/10945/42181>



Calhoun is a project of the Dudley Knox Library at NPS, furthering the precepts and goals of open government and government transparency. All information contained herein has been approved for release by the NPS Public Affairs Officer.

**Dudley Knox Library / Naval Postgraduate School  
411 Dyer Road / 1 University Circle  
Monterey, California USA 93943**

<http://www.nps.edu/library>



# 2013 FACT BOOK

---

NAVAL POSTGRADUATE SCHOOL

OFFICE OF INSTITUTIONAL  
RESEARCH AND PLANNING

---

NAVAL POSTGRADUATE SCHOOL

Herrmann Hall, Room 130  
Monterey, California 93943  
831.656.3985  
[www.nps.edu](http://www.nps.edu)



NAVAL  
POSTGRADUATE  
SCHOOL

FACT BOOK 2013

# Contents

|  |    |
|--|----|
| QUICK FACTS.....   | 4  |
| INTRODUCTION.....  | 6  |
| Naval Postgraduate School Mission .....  | 7  |
| Naval Postgraduate School Vision .....   | 7  |
| Values.....  | 7  |
| Overview .....   | 8  |
| Board of Advisors to the President.....  | 12 |
| Degree Offerings .....   | 13 |
| STUDENTS .....   | 15 |
| Average On Board Student Population by Service (All Degrees).....                                  | 16 |
| Degree Program Students by Type of Enrollment (AOB) .....  | 16 |
| Resident Degree Students by Ethnicity (Peak Qtr) .....   | 17 |
| Resident Degree Students by Gender (Peak Qtr) .....  | 17 |
| Degree Program Students by School (Peak Qtr) .....   | 18 |
| Resident Degree Students by School and Service (Peak Qtr) .....                                    | 18 |
| Degree Program Students by School (AOB) .....  | 19 |
| Resident Degree Students by School and Service (AOB) .....   | 19 |
| U.S. Military Forces by Grade, Rank and Service; Resident Degree Students (Peak Qtr).....          | 20 |
| International Military Forces by Grade, Rank and Service; Resident Degree Students (Peak Qtr)..... | 20 |
| Curricula by U.S. and International Enrollment .....   | 21 |
| International Resident Students by Region (Peak Qtr).....  | 23 |
| Short-Term and Certificate Course Programs .....   | 24 |
| Degrees Conferred by Academic School .....   | 25 |
| Degrees Conferred.....   | 26 |
| NPS Hall of Fame Honorees.....   | 27 |
| Selected Distinguished Alumni.....   | 28 |
| FACULTY .....  | 31 |
| Faculty by Rank.....   | 32 |
| Tenure Track vs. Non-Tenure Track Faculty by School.....   | 33 |
| Faculty Distribution by School.....  | 33 |
| Tenure Track/Non-Tenure Track Faculty Trends .....   | 34 |

|   |    |
|---|----|
| Student Faculty Ratio (SFR) by School .....                           | 34 |
| Faculty and Staff by Ethnicity .....                                  | 35 |
| Faculty and Staff by Gender .....                                     | 35 |
| RESOURCES .....   | 36 |
| Size of NPS Systems .....   | 37 |
| Percentage of SPAM Blocked .....                                      | 39 |
| Hours of Class Content Captured on Streaming Media .....              | 39 |
| Number of Learning Management System Courses Created .....            | 40 |
| Number of Web-Based Synchronous Collaboration Sessions .....          | 40 |
| Information Technology and Communications Services Partnerships ..... | 41 |
| Number of Average Library Daily Visits .....                          | 42 |
| NPS Alumni Registered for Library Access .....                        | 42 |
| Instruction Sessions By Means of Delivery .....                       | 43 |
| Instruction Session Participants .....                                | 43 |
| Number of Electronic Resources .....                                  | 44 |
| Top 10 Local Digital Collections Downloads .....                      | 44 |
| Top 10 Downloads (Library Created Content) .....                      | 45 |
| Interlibrary Loan .....   | 45 |
| Total Reference Questions .....                                       | 46 |
| Reference Questions Per Student .....                                 | 46 |
| Academic Facilities .....   | 47 |
| On-Campus Average Class Size .....                                    | 48 |
| FINANCIAL .....   | 49 |
| Total Operations and Military Salary .....                            | 50 |
| NPS Revenues by Source .....  | 51 |
| NPS Expenditures by Category .....                                    | 51 |
| Sponsored Program Expenditures by NPS Organization .....              | 52 |
| Sponsored Program Expenditures by Sponsor .....                       | 52 |
| Sponsored Program Expenditures Trends .....                           | 53 |

# Quick Facts 2012

## ORGANIZATION LEADERSHIP\*

*Interim President*

*Provost*

*Acting Chief of Staff*

*Dean of Students*

Rear Adm. Jan E. Tighe, USN

Dr. Douglas A. Hensler

Capt. Deidre McLay, USN

Capt. Tom MacRae, USN

## STUDENTS AVERAGE ON BOARD

|                                |              |
|--------------------------------|--------------|
| Resident Degree .....          | 1,707        |
| Distance Learning Degree ..... | 1,013        |
| Certificate .....              | 206          |
| <b>Total Students .....</b>    | <b>2,926</b> |

## TOTAL NUMBER OF DEGREES AWARDED

|                    |              |
|--------------------|--------------|
| Master .....       | 1,342        |
| PhD .....          | 16           |
| Engineer .....     | 21           |
| <b>Total .....</b> | <b>1,379</b> |

## RESIDENT GRADUATION RATE

|                               |     |
|-------------------------------|-----|
| Average Graduation Rate ..... | 91% |
|-------------------------------|-----|

## NPS GRADUATES — DEGREES CONFERRED BY SERVICE:

### U.S.

|                         |              |
|-------------------------|--------------|
| USA/R .....             | 110          |
| USARNG/NG .....         | 3            |
| USAF .....              | 134          |
| USMC .....              | 97           |
| USN/R .....             | 503          |
| USCG/NOAA .....         | 7            |
| Civilian .....          | 348          |
| <b>U.S. Total .....</b> | <b>1,202</b> |

\* Leadership reflects as of June 2013.



NPS GRADUATES — DEGREES CONFERRED BY SERVICE:

|                          |              |
|--------------------------|--------------|
| <i>International</i>     |              |
| Army .....               | 66           |
| Air Force .....          | 18           |
| Navy .....               | 47           |
| National Guard .....     | 2            |
| Civilian.....            | 40           |
| International Total..... | 177          |
| <b>Grand Total.....</b>  | <b>1,379</b> |

FACULTY

- 797 tenure, tenure-track, and non-tenure faculty (includes administrative faculty)
- 20% of tenure-track full professors are distinguished
- An additional 6% of instructional faculty are military — bringing operational expertise

STAFF

- 482 GS/Wage Grade staff members (419 Full-Time and 63 Part-Time)

RESEARCH

- Over \$180 million in sponsored program funding
- Research at NPS is valuable to improving the national security of the United States

FINANCES

- Operating budget: \$588 million including military salary
- Direct Authorization: \$109 million without military salary
- Reimbursable Income: \$260 million

ACADEMIC FACILITIES

- 77 classrooms with media technology
- 13 classrooms with video-teleconferencing
- 3 classified facilities

ACCREDITATION

- Western Association of Schools and Colleges (WASC)
- Accreditation Board for Engineering and Technology (ABET)
- The Association to Advance Collegiate Schools of Business (AACSB)
- National Association of Schools of Public Affairs and Administration (NASPAA)

Source: Office of the Registrar and Office of Institutional Research and Planning



# INTRODUCTION



# Naval Postgraduate School Mission

The Naval Postgraduate School (NPS) provides relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the naval service to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, fosters and encourages a program of relevant and meritorious research which both supports the needs of the Navy and Department of Defense (DOD) while building the intellectual capital of the Naval Postgraduate School faculty.

## Naval Postgraduate School Vision

NPS develops creative, technologically informed graduates and solutions for a complex and uncertain global security environment. We provide transformative education reinforced by student contributions to advanced research to increase the combat effectiveness of the Navy, and the security of our Nation and our global partners. We embrace knowledge, teamwork, leadership, and innovation to achieve mission objectives, employ resources efficiently, and foster global security.

## Values

- The Naval Postgraduate School fully embraces the Navy's core values of honor, courage, and commitment.
- We also embrace a culture of teamwork in our enterprise.

# Overview

NPS was established as the School of Marine Engineering at the U.S. Naval Academy in 1909. In 1919, the School was renamed the Naval Postgraduate School. In 1949, as part of reorganization within the Department of Defense, Congress authorized the move of NPS from Annapolis, Maryland to Monterey, California. In 1951, NPS officially opened its doors in Monterey. Since its beginning, when the School was chartered to focus on science and technology, NPS has evolved into an institution that serves naval, defense and national security related interests by providing current and future readiness, advances in technology, and educational and operational programs that directly support all facets of national defense and homeland security.

At NPS, four world-class Schools oversee 14 academic departments that provide 85 Master's, 16 doctoral degree programs and certificates to approximately 1,770 resident students, including more than 250 international students, as well as to 1,139 distributed-learning students worldwide. Two institutes, multiple secure research facilities and 33 Centers of Excellence add to the wealth of resources. Non-resident courses are delivered to students through online, web-enabled, video-tele-education systems and/or by visiting faculty. Continuous learning, refresher and transitional educational opportunities abound, and short-term executive education courses and a variety of short courses are also offered by NPS, both in Monterey and abroad.

Over 790 scholars and professionals, six percent of whom are military officers and over one-third of whom are tenured or tenure-track, comprise the NPS faculty. To strengthen expertise and program relevance, and to expedite research successes at NPS, a robust mix of tenured faculty, lecturers and visiting professionals integrate teaching with research, demonstrating the immediate applicability of defense-related theories to defense-related solutions, many times resulting in patent-eligible technologies.

The 15-member Naval Postgraduate School's advisory board functions as a sub-committee under the Boards of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College. The latter reports to the Secretary of the Navy via the Chief of Naval Operations on matters pertaining to the School and its graduate education and research programs.

# A Short History of the Naval Postgraduate School

The Naval Postgraduate School was established on June 9, 1909, when Secretary of the Navy George von L. Meyer signed General Order No. 27, establishing a school of marine engineering at the United States Naval Academy in Annapolis. The Navy Secretary's order placed the small program under the direction of the Naval Academy superintendent, who placed the 10 officer-students and two Navy instructors in an attic which served as a classroom and lab.

On October 31, 1912, Meyer signed Navy General Order No. 233, which renamed the school the Postgraduate Department of the Naval Academy. The order established courses of study for its 25 officer-students in ordnance and gunnery, electrical engineering radio telegraphy, naval construction, and civil and marine engineering.

In early 1944, more than a year before the first peace accord of World War II was signed, the Navy convened a board of respected senior officers and scholars to plan for post-war growth of the Naval Postgraduate School. The board's actions set the stage for landmark legislation in the 79th and 80th Congresses that transformed the Naval Postgraduate School into a degree-granting university with expanded research facilities, and its recommendations led to the purchase of the world-famous 627-acre Hotel Del Monte in Monterey. In December 1951, under the supervision of Rear Admiral Ernest Edward Herrmann, the 500 students, 100 faculty and staff and thousands of pounds of books and research equipment of the Naval Postgraduate School moved lock, stock and wind tunnel from Maryland to Monterey.

In its 100-year history, the Naval Postgraduate School has evolved into an institution that serves America's joint military services, homeland security officials, and dozens of nations. The School's educational and research programs continue to expand to meet changing Navy goals and national requirements: its innovative academic programs such as Operations Research and Space Systems have significantly influenced academe, the defense community and civilian sector. The more recent development of centers for Stabilization and Reconstruction studies, Homeland Defense and Security, and the National Security Institute have greatly enhanced the Naval Postgraduate School's traditional technical programs while preparing officers for new strategic commitments. Today's Naval Postgraduate School is both an accredited university and a national asset that helps to prevent wars and to preserve global security.

# Organizational Structure

NPS is comprised of four graduate schools, a Center for Executive Education, and many research centers.

## THE FOUR GRADUATE SCHOOLS

The four schools — the Graduate School of Business and Public Policy (GSBPP), the Graduate School of Engineering and Applied Sciences (GSEAS), the Graduate School of Operational and Information Sciences (GSOIS), and the School of International Graduate Studies (SIGS) — were formally established in the first half of academic year 2001. Each school was created as a collective grouping of academic departments. In the tables to follow, curricula from each department were used to categorize prior year data and reflect historic trends in terms of the current four graduate schools.

## THE TWO RESEARCH INSTITUTES

Two Research Institutes — the MOVES Institute for Defense Modeling and Simulation, and the Cebrowski Institute for Innovation and Superiority — provide specialized research venues for military-related priority projects for the Navy and Department of Defense.

## RESEARCH CENTERS

Several research centers have been established at NPS under the auspices of the Dean of Research. A research center is a group of faculty and staff with a significant concentration of expertise in a particular area of practical applications. Every center supports the NPS educational mission and displays a clear benefit to NPS, the Navy and/or the Department of Defense.

# Accreditation

As an institution, NPS is accredited by the Senior College Commission of the Western Association of Schools and Colleges (WASC). That accreditation was reaffirmed in 1999 and again in 2011. In addition to regional accreditation, the Graduate School of Engineering and Applied Science's Electrical, Systems, Mechanical and Astronautical Engineering degree programs are reviewed and accredited by the Accreditation Board for Engineering and Technology (ABET). The Graduate School of Business and Public Policy is reviewed and accredited by the Association to Advance Collegiate Schools of Business (AACSB). The Masters in Business Administration program is additionally accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

# Definitions

## ACADEMIC YEAR

The NPS academic year runs from October to September with four graduation ceremonies, one for each term.

## AVERAGE ON BOARD

The Naval Postgraduate School operates on a modified quarterly school year – every three months new students arrive and new classes begin. Unlike many civilian universities, the summer quarter is a full three-month quarter. These factors combine with traditional military transfers, occurring at two peak times during the year, to create widely varying numbers of student on board (i.e., enrolled) from one quarter to the next. The Average On Board (AOB) student count is derived by averaging enrollments, that is, unduplicated headcounts, from each of the four quarters. AOB is used to describe the annual trends in student numbers, primarily for those seeking a degree.

## ENROLLMENT

Enrollment is the unduplicated student headcount for a single quarter. Much of the data collected for comparison purposes by the federal government, accrediting agencies and other organizations are based on the fall term. For most institutions, the fall term, beginning in August or September, is the term of highest enrollment. Because of the unique four-quarter academic year at NPS, the term of highest enrollment is the summer (or fourth) quarter which begins in July and ends in September. Fourth quarter data are provided to those above-mentioned agencies requesting data. These data are also provided in the tables that follow.

## DISTANCE LEARNING

Distance Learning consists of non-traditional delivery methods that expand learning beyond the traditional classroom: online, web-based technologies, short courses, outreach programs by visiting NPS faculty, and video-tele-education courses.

# Board of Advisors to the President, Naval Postgraduate School

## NON-FEDERAL MEMBERSHIP

| Board Member  | Title                             | Affiliation   |
|---|-----------------------------------|---|
| <b>Vice Adm. Lee Gunn, USN (Ret.)</b><br><i>Board Chair</i> | <b>President</b>                  | <b>Institute for Public Research,<br/>CNA Corp.</b> |
| Mr. Walter Anderson   | President                         | NOVIUM Learning                                     |
| Mr. Michael Bayer   | President/CEO                     | Dumbarton Strategies                                |
| Honorable Dr. Jack Borsting                                 | Professor & Dean Emeritus         | University of Southern California                   |
| Dr. Robert R. Fossum  | Consultant/Sr. Research Scientist |   |
| Vice Adm. David E. Frost, USN (Ret.)                        | President                         | Frost and Associates                                |
| Dr. E. Jan Kehoe  | Faculty/Educational Consultant    | Walden University                                   |
| Dr. Elisabeth Paté-Cornell                                  | Professor and Chair               | Stanford University                                 |
| Honorable G. Kim Wincup                                     | Senior Advisor                    | Center for Strategic International<br>Studies       |

## FEDERAL EX-OFFICIO MEMBERSHIP

| Board Member                         | Title  | Affiliation                            |
|--------------------------------------|--|--|
| Maj. Gen. Anthony A. Cucolo, USA     | Commandant   | Army War College                       |
| Lt. Gen. David S. Fadok, USAF        | Commander/President  | Air University                         |
| Rear Adm. Matthew L. Klunder, USN    | Chief of Naval Research  | Office of Naval Research               |
| Maj. Gen. Thomas M. Murray           | Commanding General   | USMC Training and Education<br>Command |
| Vice. Adm. Scott R. Van Buskirk, USN | Deputy Chief of Naval<br>Operations for MPTE/Chief<br>of Naval Personnel | OPNAV (N1)                             |

*In 2010, a new committee comprised of the Board of Advisors for both the Naval Postgraduate School and the Naval War College was established. The committee formerly referred to as the NPS Board of Advisors is now a permanent subcommittee of the new joint committee.*



# Degree Offerings

## THE GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY

---

EMBA Executive Master of Business  
Administration

MBA Master of Business Administration

MS Contract Management

MS Management

MS Program Management

## THE GRADUATE SCHOOL OF ENGINEERING AND APPLIED SCIENCES

---

AstE Astronautical Engineer

EE Electrical Engineer

ME Mechanical Engineer

MEng Electrical Engineering

MS Applied Mathematics

MS Applied Physics

MS Applied Science (Acoustics)

MS Applied Science (Operations Research)

MS Applied Science (Physical Oceanography)

MS Applied Science (Signal Processing)

MS Astronautical Engineering

MS Combat Systems Technology

MS Computer Engineering

MS Electrical Engineering

MS Engineering Acoustics

MS Engineering Science (Aerospace  
Engineering)

MS Engineering Science (Astronautical  
Engineering)

MS Engineering Science (Electrical  
Engineering)

MS Engineering Science (Energy)

MS Engineering Science (Mechanical  
Engineering)

MS Engineering Systems

MS Mechanical Engineering

MS Mechanical Engineering (Energy)

MS Meteorology

MS Meteorology and Physical Oceanography

MS Physical Oceanography

MS Physics

MS Product Development

MS Space Systems Operations

MS Systems Engineering

MS Systems Engineering Management

PhD Applied Mathematics

PhD Applied Physics

PhD Astronautical Engineering

PhD Electrical Engineering

PhD Engineering Acoustics

PhD Mechanical Engineering

PhD Meteorology

PhD Physical Oceanography

PhD Physics

PhD Systems Engineering

# Degree Offerings

## THE GRADUATE SCHOOL OF OPERATIONAL AND INFORMATION SCIENCES

---

|   |  |
|---|--|
| M Computer Technology                     | MS Information Warfare Systems Engineering       |
| M Cost Estimating and Analysis            | MS Modeling Virtual Environments and Simulation  |
| M Human Systems Integration               | MS Network Operations                            |
| M Systems Analysis                        | MS Operations Research                           |
| MA Identity Management and Cyber Security | MS Operations Research (Energy)                  |
| MS Applied Cyber Operations               | MS Remote Sensing Intelligence                   |
| MS Applied Science (Operations Research)  | MS Software Engineering                          |
| MS Computer Science                       | MS Sys Technology (Cmd, Ctrl, Comm)              |
| MS Defense Analysis                       | PhD Computer Science                             |
| MS Electronic Warfare Systems Engineering | PhD Information Sciences                         |
| MS Human Systems Integration              | PhD Modeling Virtual Environments and Simulation |
| MS Information Operations                 | PhD Operations Research                          |
| MS Information Systems and Operations     | PhD Software Engineering                         |
| MS Information Technology Management      |  |

## THE SCHOOL OF INTERNATIONAL GRADUATE STUDIES

---

|  |  |
|--|--|
| MA Security Studies (Civil-Military Relations)                 | MA Security Studies (Homeland Security and Defense)        |
| MA Security Studies (Combating-Terrorism: Policy and Strategy) | MA Security Studies (Mid East, S Asia, Sub-Saharan Africa) |
| MA Security Studies (Defense Decision Making and Planning)     | MA Security Studies (Stabilization and Reconstruction)     |
| MA Security Studies (Europe and Eurasia)                       | MA Security Studies (Strategic Studies)                    |
| MA Security Studies (Far East, SE Asia, the Pacific)           | MA Security Studies (Western Hemisphere)                   |
|  | PhD Security Studies                                       |

## OTHER

---

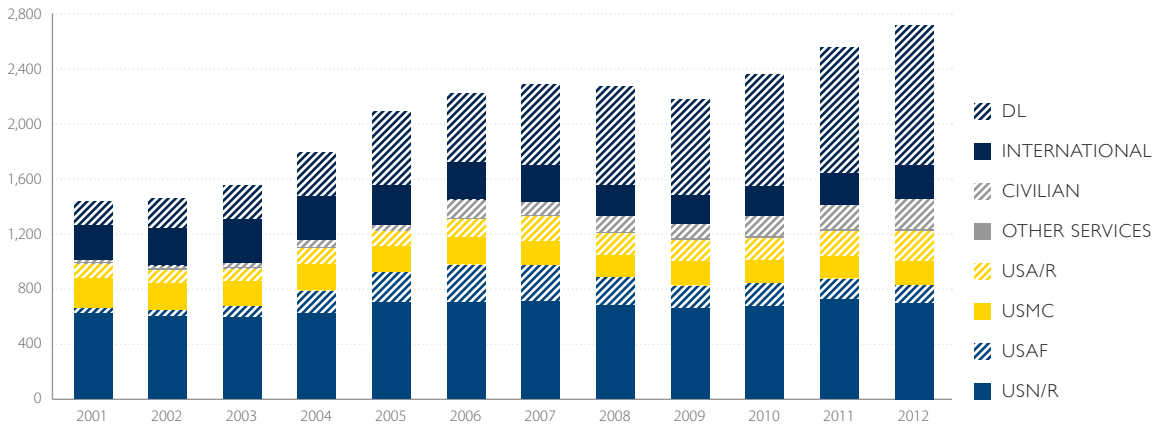
MS Systems Engineering Analysis

# STUDENTS



# Average On Board Student Population by Service

ALL DEGREES STUDENTS / TRENDS SINCE 2001



|                        | 2001         | 2002         | 2003         | 2004         | 2005         | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | 2012         |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| USN/R                  | 629          | 607          | 597          | 624          | 709          | 707          | 713          | 685          | 660          | 681          | 732          | 697          |
| USAF                   | 35           | 39           | 79           | 168          | 216          | 273          | 263          | 201          | 166          | 166          | 145          | 132          |
| USMC                   | 215          | 198          | 182          | 195          | 192          | 200          | 180          | 163          | 178          | 164          | 166          | 173          |
| USA/R                  | 109          | 98           | 95           | 116          | 108          | 132          | 179          | 163          | 158          | 165          | 183          | 215          |
| Other Services         | 12           | 13           | 8            | 6            | 6            | 8            | 11           | 10           | 10           | 10           | 15           | 19           |
| Civilian               | 13           | 17           | 30           | 49           | 41           | 137          | 93           | 114          | 104          | 149          | 175          | 217          |
| International          | 256          | 272          | 323          | 323          | 290          | 275          | 267          | 230          | 213          | 224          | 236          | 248          |
| <b>Resident Totals</b> | <b>1,269</b> | <b>1,244</b> | <b>1,314</b> | <b>1,481</b> | <b>1,562</b> | <b>1,732</b> | <b>1,706</b> | <b>1,566</b> | <b>1,489</b> | <b>1,557</b> | <b>1,647</b> | <b>1,707</b> |
| Distance Learning      | 180          | 221          | 247          | 322          | 541          | 501          | 600          | 719          | 707          | 819          | 921          | 1,013        |
| <b>Grand Totals</b>    | <b>1,449</b> | <b>1,465</b> | <b>1,561</b> | <b>1,803</b> | <b>2,103</b> | <b>2,233</b> | <b>2,306</b> | <b>2,285</b> | <b>2,196</b> | <b>2,376</b> | <b>2,568</b> | <b>2,720</b> |

## Degree Program Students by Type of Enrollment

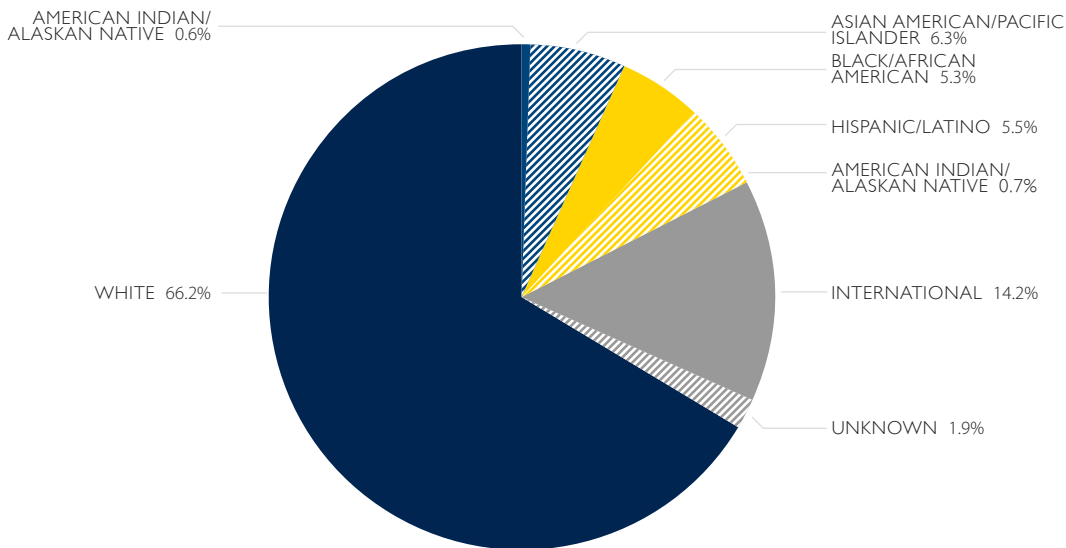
AVERAGE ON BOARD TRENDS SINCE 2001

|                    | 2001         | 2002         | 2003         | 2004         | 2005         | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | 2012         |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Full Time Resident | 1,269        | 1,244        | 1,314        | 1,481        | 1,560        | 1,732        | 1,739        | 1,566        | 1,489        | 1,557        | 1,647        | 1,707        |
| Distance Learning  | 180          | 221          | 247          | 322          | 523          | 501          | 847          | 719          | 707          | 819          | 921          | 1,013        |
| <b>Total</b>       | <b>1,449</b> | <b>1,465</b> | <b>1,561</b> | <b>1,803</b> | <b>2,083</b> | <b>2,233</b> | <b>2,586</b> | <b>2,285</b> | <b>2,196</b> | <b>2,376</b> | <b>2,568</b> | <b>2,720</b> |

Source: Office of the Registrar and Office of Institutional Research and Planning

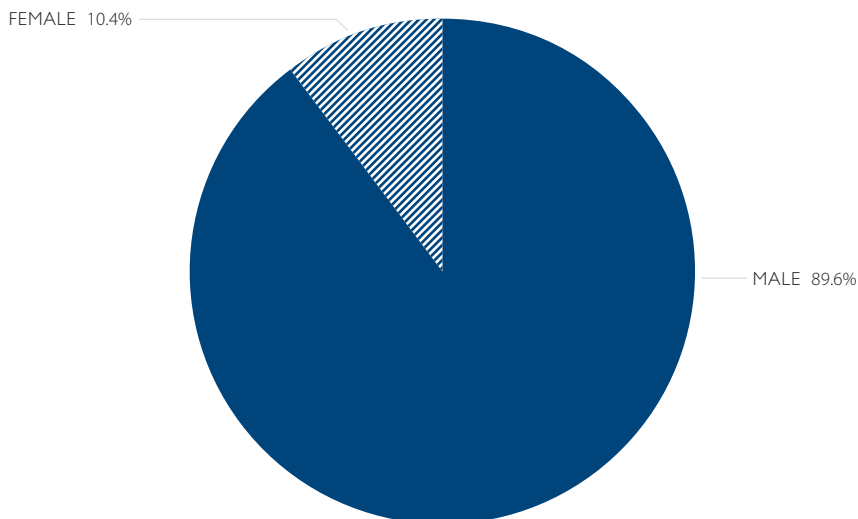
# Resident Degree Students by Ethnicity

PEAK QUARTER ENROLLMENT / SUMMER 2012



# Resident Degree Students by Gender

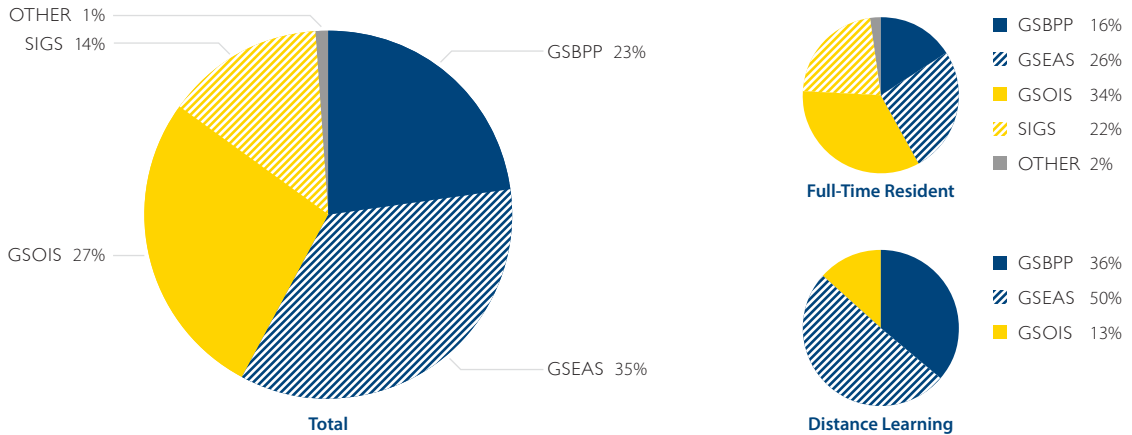
PEAK QUARTER ENROLLMENT / SUMMER 2012



Source: Office of the Registrar and Office of Institutional Research and Planning

# Degree Program Students by School

PEAK QUARTER ENROLLMENT / SUMMER 2012



| SCHOOL   | FULL-TIME RESIDENT | DISTANCE LEARNING | TOTAL        |
|--|--------------------|-------------------|--------------|
| Graduate School of Business and Public Policy (GSBPP)          | 282                | 363               | 645          |
| Graduate School of Engineering and Applied Sciences (GSEAS)    | 464                | 502               | 966          |
| Graduate School of Operational and Information Systems (GSOIS) | 596                | 134               | 730          |
| School of International Graduate Studies (SIGS)                | 387                | 0                 | 387          |
| Other  | 31                 | 0                 | 31           |
| <b>Total</b>   | <b>1,760</b>       | <b>999</b>        | <b>2,759</b> |

# Resident Degree Students by School and Service

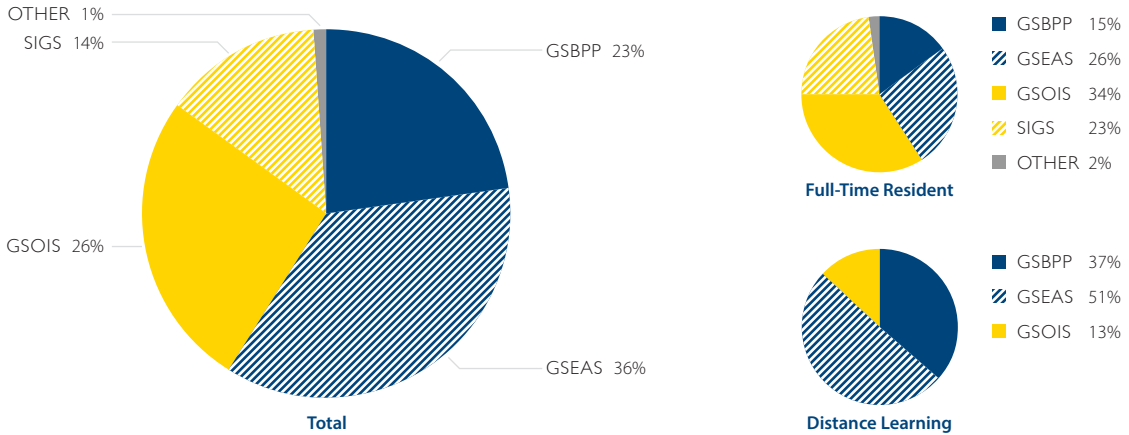
PEAK QUARTER ENROLLMENT / SUMMER 2012

| SCHOOL         | NAVY       | MARINE CORPS | ARMY       | AIR FORCE  | CIVILIAN   | INTERNATIONAL | OTHER     | TOTAL        |
|----------------|------------|--------------|------------|------------|------------|---------------|-----------|--------------|
| GSBPP          | 121        | 64           | 39         | 10         | 2          | 43            | 3         | 282          |
| GSEAS          | 296        | 31           | 19         | 15         | 29         | 66            | 8         | 464          |
| GSOIS          | 182        | 94           | 144        | 20         | 48         | 103           | 5         | 596          |
| SIGS           | 63         | 27           | 47         | 64         | 146        | 34            | 6         | 387          |
| Other          | 26         | 0            | 1          | 0          | 0          | 4             | 0         | 31           |
| <b>Total</b>   | <b>688</b> | <b>216</b>   | <b>250</b> | <b>109</b> | <b>225</b> | <b>250</b>    | <b>22</b> | <b>1,760</b> |
| <b>Total %</b> | <b>39%</b> | <b>12%</b>   | <b>14%</b> | <b>6%</b>  | <b>13%</b> | <b>14%</b>    | <b>1%</b> | <b>100%</b>  |

Source: Office of the Registrar and Office of Institutional Research and Planning

# Degree Program Students by School

AVERAGE ON BOARD 2012



| SCHOOL   | FULL-TIME RESIDENT | DISTANCE LEARNING | TOTAL        |
|--|--------------------|-------------------|--------------|
| Graduate School of Business and Public Policy (GSBPP)          | 259                | 372               | 631          |
| Graduate School of Engineering and Applied Sciences (GSEAS)    | 451                | 513               | 964          |
| Graduate School of Operational and Information Systems (GSOIS) | 577                | 128               | 705          |
| School of International Graduate Studies (SIGS)                | 386                | 0                 | 386          |
| Other  | 34                 | 0                 | 34           |
| <b>Total</b>   | <b>1,707</b>       | <b>1,013</b>      | <b>2,720</b> |

# Resident Degree Students by School and Service

AVERAGE ON BOARD 2012

| SCHOOL         | NAVY       | MARINE CORPS | ARMY       | AIR FORCE  | CIVILIAN   | INTERNATIONAL | OTHER     | TOTAL        |
|----------------|------------|--------------|------------|------------|------------|---------------|-----------|--------------|
| GSBPP          | 121        | 52           | 26         | 16         | 2          | 41            | 2         | 259          |
| GSEAS          | 285        | 22           | 18         | 21         | 28         | 71            | 7         | 451          |
| GSOIS          | 193        | 77           | 126        | 23         | 56         | 99            | 5         | 577          |
| SIGS           | 70         | 23           | 44         | 73         | 137        | 35            | 5         | 386          |
| Other          | 30         | 0            | 2          | 0          | 0          | 3             | 0         | 34           |
| <b>Total</b>   | <b>699</b> | <b>174</b>   | <b>216</b> | <b>133</b> | <b>223</b> | <b>249</b>    | <b>19</b> | <b>1,707</b> |
| <b>Total %</b> | <b>41%</b> | <b>10%</b>   | <b>13%</b> | <b>8%</b>  | <b>13%</b> | <b>15%</b>    | <b>1%</b> | <b>100%</b>  |

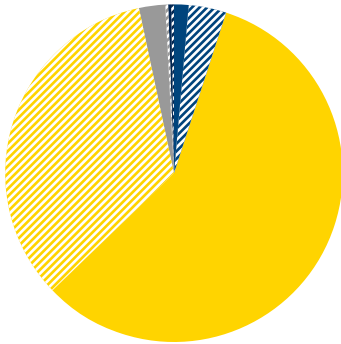
Source: Office of the Registrar and Office of Institutional Research and Planning



# U.S. Military Forces by Grade, Rank and Service

RESIDENT DEGREE STUDENTS

PEAK QUARTER ENROLLMENT / SUMMER 2012

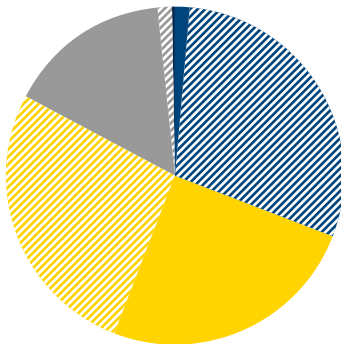


|       | GRADE | RANK | NAVY/R                   | AIR<br>FORCE | ARMY/R | MARINE<br>CORPS |      |
|-------|-------|------|--------------------------|--------------|--------|-----------------|------|
| ■     | 1.4%  | O1   | 2nd Lt./Ensign           | 2%           | 4%     | —               | —    |
| ▨     | 3.7%  | O2   | 1st Lt./Lt. j.g.         | 5%           | 1%     | —               | 4%   |
| ■     | 57.8% | O3   | Capt./Lt.                | 70%          | 32%    | 30%             | 67%  |
| ▨     | 33.8% | O4   | Lt. Cmdr./Maj.           | 20%          | 60%    | 65%             | 29%  |
| ■     | 2.6%  | O5   | Capt./Lt. Col./Lt. Cmdr. | 3%           | 3%     | 4%              | —    |
| ▨     | 0.2%  | O6   | Capt./Col.               | —            | —      | —               | —    |
| ■     | 0.1%  | W3   | CW3                      | —            | —      | —               | —    |
| ▨     | 0.2%  | W4   | CW4                      | —            | —      | 1%              | —    |
| Total |       |      | 100%                     | 100%         | 100%   | 100%            | 100% |

# International Military Forces by Grade, Rank and Service

RESIDENT DEGREE STUDENTS

PEAK QUARTER ENROLLMENT / SUMMER 2012



|       | GRADE |              | RANK                     | INT'L NAVY | INT'L AIR FORCE | INT'L ARMY | INT'L MARINE CORPS | INT'L COAST GUARD |
|-------|-------|--------------|--------------------------|------------|-----------------|------------|--------------------|-------------------|
| ■     | 1.4%  | O-1          | Ensign                   | 3%         | —               | —          | —                  | —                 |
| ▨     | 29.5% | O-2          | 1st Lt./Lt. j.g.         | 24%        | 24%             | 36%        | —                  | 100%              |
| ■     | 24.9% | O-3          | Capt./Lt.                | 35%        | 21%             | 18%        | —                  | —                 |
| ▨     | 26.7% | O-4          | Lt. Cmdr./Maj.           | 30%        | 17%             | 28%        | —                  | —                 |
| ■     | 15.7% | O-5          | Cmdr./Lt. Col./Lt. Cmdr. | 8%         | 34%             | 15%        | 100%               | —                 |
| ▨     | 1.4%  | O-6          | Capt./Col.               | —          | —               | 3%         | —                  | —                 |
| ■     | 0.5%  | Flag Officer |                          | —          | 3%              | —          | —                  | —                 |
| Total |       |              |                          | 100%       | 100%            | 100%       | 100%               | 100%              |

Source: Office of Institutional Research and Planning

# Curricula by U.S. and International 2012 Enrollment

| Programs   | U.S. Military | International<br>Military and Civilian | U.S. Civilian |
|--|---------------|--|---------------|
| Acquisitions and Contract Management                 | *             | *                                      | *             |
| Applied Mathematics                                  | *             | *                                      |               |
| Civil-Military Relations                             | *             | *                                      |               |
| Combat Systems Sciences and Technology               | *             | *                                      | *             |
| Combating Terrorism: Policy and Strategy             | *             | *                                      | *             |
| Computer Science                                     | *             | *                                      | *             |
| Contract Management (DL)                             | *             |  | *             |
| Cost Estimating and Analysis (DL)                    | *             |  | *             |
| Cyber Systems and Operations                         | *             |  |               |
| Defense Business Management                          |               |  | *             |
| Defense Decision-Making and Planning                 | *             | *                                      | *             |
| Defense Systems Analysis                             | *             |  |               |
| Defense Systems Management (International)           |               | *                                      |               |
| Electronic Systems Engineering                       | *             | *                                      | *             |
| Electronic Systems Engineering (DL)                  | *             |  | *             |
| Electronic Warfare Systems (International)           |               | *                                      |               |
| Europe and Eurasia                                   | *             | *                                      |               |
| Executive Master of Business Administration (DL)     | *             |  | *             |
| Executive Master of Business Administration (DL-Civ) | *             |  | *             |
| Far East, Southeast Asia, Pacific                    | *             | *                                      |               |
| Financial Management                                 | *             | *                                      | *             |
| Homeland Defense and Security                        | *             |  | *             |
| Homeland Security and Defense                        | *             |  | *             |
| Human Systems Integration                            | *             | *                                      |               |
| Human Systems Integration (DL)                       | *             |  | *             |
| Information Sciences                                 | *             |  | *             |
| Information Systems and Operations                   | *             |  |               |
| Information Systems and Technology                   | *             | *                                      | *             |
| Information Systems Management MBA                   |               |  | *             |
| Information Warfare                                  | *             | *                                      |               |
| Joint Command, Control, Comm, Comp/Intel (C4I) Sys   | *             | *                                      |               |
| Joint Information Operations                         | *             | *                                      |               |
| Joint Operational Logistics                          | *             | *                                      |               |
| Manpower Systems Analysis                            | *             | *                                      |               |

DL = Distance Learning

Source: Office of Institutional Research and Planning

# Curricula by U.S. and International 2012 Enrollment

| Programs   | U.S. Military | International<br>Military and Civilian | U.S. Civilian |
|--|---------------|--|---------------|
| Material Logistics Support Management                    | *             | *                                      |               |
| Mechanical Engineering for Nuclear Trained Officers (DL) | *             |  | *             |
| Meteorology  | *             |  | *             |
| Meteorology and Oceanography (METOC)                     | *             | *                                      |               |
| Middle East, South Asia, Sub-Saharan Africa              | *             | *                                      | *             |
| Modeling, Virtual Environments and Simulation            | *             |  | *             |
| Naval/Mechanical Engineering                             | *             | *                                      | *             |
| Oceanography   | *             | *                                      | *             |
| Operations Analysis                                      | *             | *                                      | *             |
| Program Management (DL)                                  | *             |  | *             |
| Reactors — Mechanical/Electrical Engineering (DL)        | *             |  |               |
| Remote Sensing   | *             |  | *             |
| Resource Planning/Management for International Defense   |               | *                                      |               |
| Security Studies   | *             |  | *             |
| Software Engineering (Resident and DL)                   | *             | *                                      | *             |
| Space Systems Engineering                                | *             |  | *             |
| Space Systems Operations                                 | *             |  |               |
| Space Systems Operations (DL)                            | *             |  | *             |
| Space Systems Operations (International)                 |               | *                                      |               |
| Special Operations                                       | *             | *                                      | *             |
| Stabilization and Reconstruction                         |               | *                                      | *             |
| Supply Chain Management                                  | *             | *                                      |               |
| Systems Acquisition Management                           | *             | *                                      |               |
| Systems Analysis (DL)                                    | *             |  | *             |
| Systems Engineering                                      | *             | *                                      | *             |
| Systems Engineering (DL)                                 | *             |  | *             |
| Systems Engineering (PhD)                                | *             |  | *             |
| Systems Engineering Analysis                             | *             | *                                      | *             |
| Systems Engineering Management-PD21 (DL)                 | *             |  | *             |
| Transportation Management                                | *             |  |               |
| Undersea Warfare   | *             |  | *             |
| Undersea Warfare (International)                         |               | *                                      |               |
| Underwater Acoustic Systems (DL)                         | *             |  | *             |
| Western Hemisphere                                       | *             | *                                      | *             |

Source: Office of Institutional Research and Planning

DL = Distance Learning

# International Resident Students by Region

PEAK QUARTER ENROLLMENT / SUMMER 2012

## AUSTRALIA

|              |          |
|--------------|----------|
| Australia    | 6        |
| New Zealand  | 1        |
| <b>Total</b> | <b>7</b> |

## NORTH AMERICA

|              |          |
|--------------|----------|
| Canada       | 3        |
| Mexico       | 1        |
| <b>Total</b> | <b>4</b> |

## CENTRAL/EAST ASIA AND MIDDLE EAST

|              |           |
|--------------|-----------|
| Israel       | 1         |
| Jordan       | 1         |
| Pakistan     | 14        |
| Saudi Arabia | 6         |
| Yemen        | 1         |
| <b>Total</b> | <b>23</b> |

## AFRICA

|              |           |
|--------------|-----------|
| Algeria      | 1         |
| Cameroon     | 1         |
| Egypt        | 1         |
| Kenya        | 1         |
| Nigeria      | 1         |
| Seychelles   | 1         |
| Tanzania     | 2         |
| Tunisia      | 10        |
| Uganda       | 1         |
| <b>Total</b> | <b>19</b> |

## CARIBBEAN, CENTRAL AND SOUTH AMERICA

|              |           |
|--------------|-----------|
| Argentina    | 2         |
| Brazil       | 4         |
| Chile        | 2         |
| Colombia     | 4         |
| <b>Total</b> | <b>12</b> |

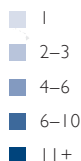
## EUROPE

|              |            |
|--------------|------------|
| Albania      | 1          |
| Bulgaria     | 2          |
| Croatia      | 1          |
| Georgia      | 1          |
| Germany      | 13         |
| Greece       | 23         |
| Hungary      | 1          |
| Latvia       | 2          |
| Lithuania    | 1          |
| Moldova      | 1          |
| Netherlands  | 1          |
| Norway       | 7          |
| Romania      | 1          |
| Serbia       | 2          |
| Slovakia     | 1          |
| Sweden       | 3          |
| Turkey       | 58         |
| Ukraine      | 2          |
| <b>Total</b> | <b>121</b> |

## FAR/NEAR EAST

|              |           |
|--------------|-----------|
| India        | 2         |
| Japan        | 1         |
| Korea        | 4         |
| Malaysia     | 1         |
| Maldives     | 1         |
| Nepal        | 1         |
| Philippine   | 1         |
| Singapore    | 41        |
| Sri Lanka    | 3         |
| Taiwan       | 14        |
| Thailand     | 1         |
| <b>Total</b> | <b>70</b> |

## NUMBER OF STUDENTS BY COUNTRY



AUSTRALIA AND NEW ZEALAND 3%

FAR/NEAR EAST 27%

CENTRAL/EAST ASIA AND MIDDLE EAST 9%

AFRICA 7%

CARIBBEAN, CENTRAL AND SOUTH AMERICA 5%

NORTH AMERICA 2%

EUROPE 47%

Source: Office of the Registrar

# Short-Term and Certificate Course Programs

GLOBAL OUTREACH / FISCAL YEAR 2012

## Mobile Education Teams (METs)

11,300 U.S. students instructed: Regional Security Education Program (RSEP)

5,836 U.S. students instructed: Leadership Development and Education for Sustained Peace (LDESP)

319 METs with 21,635 participants

Visited 49 countries

- International Defense Management Course
- Budget Preparation, Execution and Accountability
- Post-Conflict Job Creation
- Civil-Military Response to Terrorism
- Civil-Military Pre-Survey
- Civil-Military Relations
- International Negotiations
- Building Linkages Between the Legislature and the Military
- Peace Support Operations
- Preparing for Peacekeeping
- Defense Reform Work Plan Development
- Joint Humanitarian Operations
- Regional Security Threats
- Maritime Terrorism

## On-Campus Short Courses

54 In-resident courses with 1,430 participants

- Defense Resource Management Course
- Senior Defense Resources Management Course
- Defense Restructuring
- Planning Peace Operations
- Streamlining Government through Outsourcing and Privatization
- Principles of Defense Acquisition
- International Defense Transformation
- Stabilization and Reconstruction
- Principles of Procurement and Contracting

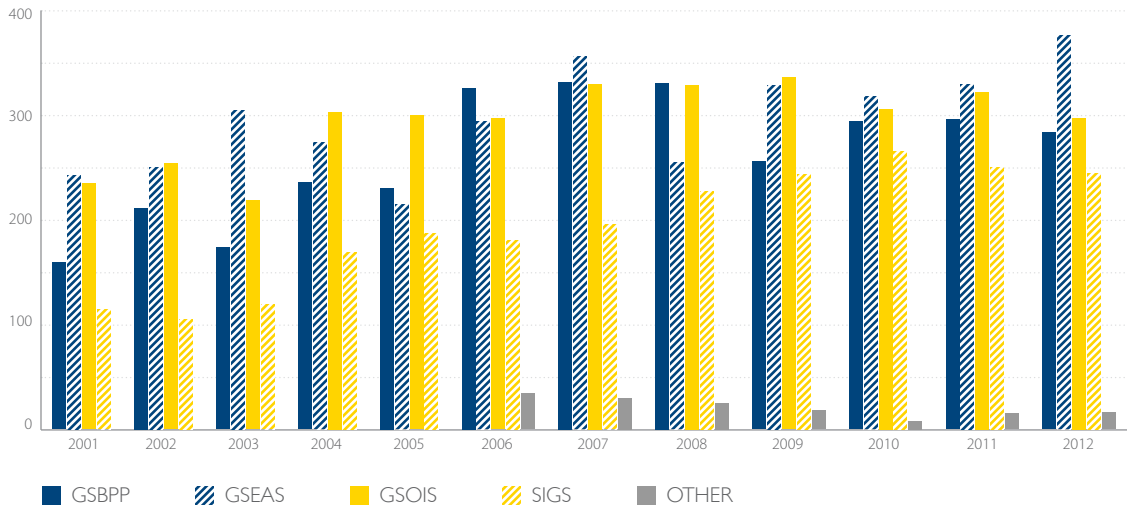
## Overall

Participants from 79 countries (METs, Short Courses, Graduate Students)

*Source: Office of International Graduate Studies*

# Degrees Conferred by Academic School

TREND SINCE 2001



| SCHOOL       | 2001       | 2002       | 2003       | 2004       | 2005       | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | 2012         |
|--------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| GSBPP        | 159        | 211        | 173        | 235        | 230        | 325          | 331          | 330          | 255          | 293          | 295          | 321          |
| GSEAS        | 242        | 250        | 304        | 273        | 214        | 293          | 355          | 254          | 328          | 317          | 329          | 426          |
| GSOIS        | 234        | 253        | 218        | 302        | 299        | 296          | 329          | 328          | 335          | 305          | 321          | 337          |
| SIGS         | 114        | 105        | 119        | 169        | 187        | 180          | 195          | 227          | 243          | 265          | 250          | 277          |
| Other        | -          | -          | -          | -          | -          | 34           | 30           | 25           | 18           | 8            | 15           | 18           |
| <b>Total</b> | <b>749</b> | <b>819</b> | <b>814</b> | <b>979</b> | <b>930</b> | <b>1,128</b> | <b>1,240</b> | <b>1,164</b> | <b>1,179</b> | <b>1,188</b> | <b>1,210</b> | <b>1,379</b> |

Source: Office of Institutional Research and Planning

# Degrees Conferred

ACADEMIC YEAR 2012

| Degree   | Total | Degree  | Total |
|--|-------|---|-------|
| EE Electrical Engineer                                   | 3     | MS Engineering Systems                                  | 38    |
| EMBA Executive Master of Business Administration         | 120   | MS Human Systems Integration                            | 9     |
| M Systems Analysis                                       | 28    | MS Information Operations                               | 9     |
| MA Sec Studies (Combating-Terrorism: Policy/Strategy)    | 7     | MS Information Systems and Operations                   | 2     |
| MA Sec Studies (Mid East, S Asia, Sub-Saharan Africa)    | 57    | MS Information Technology Management                    | 28    |
| MA Security Studies (Civil-Military Relations)           | 7     | MS Information Warfare Systems Engineering              | 9     |
| MA Security Studies (Defense Decision-Making/Planning)   | 44    | MS Management   | 34    |
| MA Security Studies (Europe and Eurasia)                 | 25    | MS Mechanical Engineering                               | 45    |
| MA Security Studies (Far East, SE Asia, the Pacific)     | 28    | MS Meteorology  | 13    |
| MA Security Studies (Homeland Security and Defense)      | 87    | MS Meteorology and Physical Oceanography                | 16    |
| MA Security Studies (Stabilization and Reconstruction)   | 5     | MS Modeling Virtual Environments and Simulation         | 11    |
| MA Security Studies (Western Hemisphere)                 | 17    | MS Operations Research                                  | 58    |
| MBA Master of Business Administration                    | 145   | MS Physical Oceanography                                | 8     |
| ME Mechanical Engineer                                   | 2     | MS Physics  | 5     |
| MEng Electrical Engineering                              | 16    | MS Program Management                                   | 13    |
| MS Applied Mathematics                                   | 6     | MS Remote Sensing Intelligence                          | 20    |
| MS Applied Physics                                       | 20    | MS Software Engineering                                 | 2     |
| MS Astronautical Engineering                             | 9     | MS Space Systems Operations                             | 17    |
| MS Combat Systems Technology                             | 6     | MS Sys Technology (Command, Control and Communications) | 12    |
| MS Computer Science                                      | 45    | MS Systems Engineering                                  | 165   |
| MS Contract Management                                   | 9     | MS Systems Engineering Analysis                         | 9     |
| MS Defense Analysis (Financial Management)               | 1     | MS Systems Engineering Management                       | 10    |
| MS Defense Analysis (Information Operations)             | 2     | PhD Applied Physics                                     | 1     |
| MS Defense Analysis (Irregular Warfare)                  | 64    | PhD Astronautical Engineering                           | 2     |
| MS Defense Analysis (National Security Affairs)          | 6     | PhD Computer Science                                    | 2     |
| MS Defense Analysis (Terrorist Operations and Financing) | 20    | PhD Mechanical Engineering                              | 3     |
| MS Electrical Engineering                                | 33    | PhD Meteorology   | 3     |
| MS Electronic Warfare Systems Engineering                | 7     | PhD Modeling Virtual Environments and Simulation        | 1     |
| MS Engineering Acoustics                                 | 4     | PhD Physical Oceanography                               | 1     |
| MS Engineering Science (Electrical Engineering)          | 1     | PhD Physics   | 1     |
| MS Engineering Science (Mechanical Engineering)          | 6     | PhD Software Engineering                                | 2     |
| <b>Grand Total</b>                                       |       | <b>1,379</b>  |       |

Source: Office of Institutional Research and Planning



# NPS Hall of Fame Honorees

The NPS Hall of Fame recognizes the accomplishments of NPS's most distinguished alumni and friends who, through the attainment of positions at the highest levels of public service, have made the greatest contributions to society, their nations and to the Naval Postgraduate School.

The Honorable James Roche  
Secretary of the Air Force (Ret.)  
(Presented 27 Sep 01)

The Honorable Thomas White  
Secretary of the Army (Ret.)  
(Presented 27 Sep 01)

Professor Lui Pao Chuen  
Chief Def. Scientist, Singapore Ministry  
of Defence (Presented 28 Mar 02)

Vice Admiral Arthur Cebrowski,  
USN (Ret.) (Presented 13 Jan 03)

General John A. Gordon, USAF (Ret.)  
(Presented 16 Sep 04)

Admiral Henry Mauz, USN (Ret.)  
(Presented 19 Nov 03)

Admiral James D. Watkins, USN (Ret.)  
(Presented 20 Apr 05)

Admiral Wayne E. Meyer, USN (Ret.)  
(Presented 23 Feb 06)

The Honorable Dan Albert, Mayor of  
Monterey (Ret.) (Presented 23 Feb 07)

General Michael Hagee, USMC (Ret.)  
(Presented 23 May 09)

Admiral Michael Mullen, USN (Ret.)  
(Presented 11 Aug 09)

General Apichart Penkitti  
Permanent Secretary for Defence, Thailand  
(Presented 30 July 10)

Vice Admiral Thomas J. Hughes,  
USN (Ret.) (Posthumous induction  
presented 3 Dec 10)

Admiral T. Joseph Lopez, USN (Ret.)  
(Presented 3 Dec 10)

Vice Admiral Pat Tracey, USN (Ret.)  
(Presented 3 Dec 10)

Dr. J. Phillip (Jack) London  
(Presented 2 Dec 11)

Admiral Stanley Arthur, USN (Ret.)  
(Presented 2 Dec 11)

Colonel Walt Havenstein, USMCR (Ret.)  
(Presented 30 Nov 12)

Admiral Eric T. Olson, USN (Ret.)  
(Presented 30 Nov 12)

# Selected Distinguished Alumni

| Name                                      | Achievements   |
|---|--|
| Gen. Keith Alexander, USA                 | Director, National Security Agency (DIRNSA), CCSS and Commander, U.S. Cyber Command  |
| Adm. Stanley Arthur, USN (Ret.)           | Former Vice Chief of Naval Operations  |
| Colonel Walter H. Augustin, USMC (Ret.)   | Senior Executive Service as the Technical Director of Naval Air Warfare Systems Command, Training Systems Department                                       |
| Capt. Jeffrey Bacon, USN (Ret.)           | Creator of Broadside Cartoons  |
| Vice Adm. Roger F. Bacon, USN (Ret.)      | Former Assistant Chief of Naval Operations for Undersea Warfare  |
| Vice Adm. Phillip Balisle, USN (Ret.)     | Former Commander, Naval Sea Systems Command  |
| Rear Adm. Stanley Bozin, USN              | Director, Office of Budget, Office of the Assistant SECNAV for Financial Management and Comptroller  |
| Rear Adm. Michael A. Brown, USN           | Deputy Assistant Secretary for Cyber Security and Communications   |
| Vice Adm. Nancy E. Brown, USN             | Director, Command, Control, Communications and Computer Systems, The Joint Staff   |
| Capt. Daniel W. Bursch, USN (Ret.)        | Astronaut, Veteran of four space flights and Expedition 4, a six and a half month stay aboard the International Space Station, NPS Centennial Spokesperson |
| Dr. Todd Calhoun                          | Director of Programs Assessment and Evaluation, Programs and Resources Department, Headquarters, U.S. Marine Corps   |
| Rear Adm. Philip J. Coady Jr., USN (Ret.) | Former Director of the Navy's Surface Warfare Division   |
| Rear Adm. Dan W. Davenport, USN           | Chief of Staff, U.S. Joint Forces Command  |
| Rear Adm. Patrick W. Dunne, USN (Ret.)    | Former President, Naval Postgraduate School  |
| Gordon Eubanks                            | Leader in groundbreaking computer technology developments  |
| Vice Adm. Mark E. Ferguson III, USN       | 55th and Current Chief of Naval Personnel  |
| Capt. Stephen Frick, USN (Ret.)           | Astronaut, veteran of two space flights to the International Space Station   |
| Rear Adm. James B. Greene Jr. USN (Ret.)  | Acquisition Chair of Naval Postgraduate School   |
| Vice Adm. Lee F. Gunn, USN (Ret.)         | Former Inspector General of the Department of the Navy   |
| Rear Adm. Charles S. Hamilton II, USN     | Former Program Executive Officer for Ships (PEO Ships)   |
| Rear Adm. Cecil D. Haney, USN             | Director, Naval Warfare Integration Group  |
| Rear Adm. Elizabeth A. Hight, USN         | Vice Director, Defense Information Systems Agency  |
| Col. David Hilmers, M.D., USMC (Ret.)     | Astronaut, physician and veteran of four space flights   |

Source: NPS Alumni Relations Office

# Selected Distinguished Alumni

| Name   | Achievements  |
|--|---|
| Capt. Sam Houston, USN (Ret.)                | Apollo 11 hero, using his meteorological knowledge helped divert a catastrophic splashdown of Apollo 11                   |
| Vice Adm. Thomas J. Hughes, USN (Ret.)       | Former President and CEO Navy Federal Credit Union. Deceased.   |
| Capt. Wayne P. Hughes Jr., USN (Ret.)        | Former Dean of the Graduate School of Operational and Information Sciences  |
| Vice Adm. Harvey E. Johnson Jr., USCG (Ret.) | Vice President for National Preparedness and Response Solutions at BAE Systems  |
| Rear Adm. John M. Kelly, USN                 | Commander, Naval Warfare Development Command  |
| Lt. Gen. Richard S. Kramlich, USMC           | Director, Marine Corps Staff and Deputy Commandant for Installations and Logistics  |
| Vice Adm. William Landay III, USN            | Director, Defense Security Coop. Agency   |
| Lt. Cmdr. Marvin Langston, USN (Ret.)        | Former Dept. of Navy Deputy Chief Info. Officer   |
| Capt. Donald M. Layton, USN (Ret.)           | Developed innovative methods for SIGINT shadowing of Japanese fleet movements   |
| Lt. Gen. Chan Lee, ROKAF                     | Superintendent of the Republic of Korea Air Force Academy   |
| Vice Adm. Michael A. LeFever, USN            | Commander, Office of the Defense Representative, Pakistan   |
| Vice Adm. Keith W. Lippert, USN              | 14th Director, Defense Logistics Agency   |
| Capt. Michael Lopez-Alegria, USN (Ret.)      | Astronaut, veteran of three space flights and a seven month mission aboard the International Space Station.               |
| Rear Adm. Archer M. Macy Jr., USN            | Director, Joint Integrated Air and Missile Defense Organization, Dep. Director for Force Protection J-8, the Joint Staff  |
| Rear Admiral Michael Mathis, USN (Ret.)      | Director, Joint Air and Missile Defense Organization  |
| Vice Adm. Justin McCarthy SC, USN            | Director, Material Readiness and Logistics, N4 OPNAV Staff  |
| Rear Admiral Timothy J. McGee, USN           | Commander, Naval Meteorology and Oceanography Command   |
| Admiral William McRaven, USN                 | Commander, U.S. Special Operations Command  |
| Rear Admiral Wayne Meyer, USN                | Father of the Navy's AEGIS Weapons System   |
| Vice Admiral Michael Mullen, USN (Ret.)      | Vice Chief of Naval Operations  |
| Lt. Col. Carlos Noriega, USMC (Ret.)         | Astronaut, veteran of two space flights   |
| Adm. Eric T. Olson, USN                      | Commander, USSOCOM; First Naval Officer to command US Special Operations Command and first Navy Seal 3 and 4 star admiral |
| Capt. Alan Poindexter, USN                   | Astronaut, veteran of two space flights. Deceased.  |

Source: NPS Alumni Relations Office

# Selected Distinguished Alumni

| Name  | Achievements   |
|---|--|
| Vice Adm. John Scott Redd, USN (Ret.)           | Served as the first Director of the National Counterterrorism Center   |
| Capt. Kenneth Reightler Jr., USN (Ret.)         | Astronaut, veteran of two spaceflights   |
| The Honorable James Roche, Captain, USN, (Ret.) | Secretary of the Air Force   |
| Rear Admiral Conrad J. Rorie, USN (Ret.)        | Commander, Naval Base Pearl Harbor   |
| Cmdr. Carter “Buzz” Savage, USN (Ret.)          | Deputy Assistant Secretary of Energy, Director of Advanced Fuel Cycle Program in Department of Energy’s Office of Nuclear Energy |
| Capt. Dylan Schmorrow, USN                      | Deputy Director, Human Performance, Training and BioSystems, Office of the Secretary of Defense (Research and Engineering)       |
| Capt. Winston Scott, USN (Ret.)                 | Astronaut, veteran of two space flights and author of “Reflections from Earth Orbit”   |
| Rear Adm. Kenneth Slaght, USN                   | Commander, Space and Naval Warfare Systems Command   |
| Vice Adm. Stanley Szemborski, USN               | Principal Deputy Director, Program Analysis and Evaluation, Office of Secretary of Defense                                       |
| Rear Adm. Jan E. Tighe, USN                     | Interim President, Naval Postgraduate School   |
| Vice Adm. Patricia A. Tracey, USN (Ret.)        | The first woman to achieve the rank of Vice Admiral in the U.S. Navy; Former Chief, CNET   |
| Lt. Gen. Thomas R. Turner, USA                  | The former Commanding General of the United States Army North, Fort Sam Houston, Texas   |
| Maj. Gen. Michael A. Vane, USA                  | Chief of Staff for Doctrine, Concepts, and Strategy, and former Commanding General, U.S. Army North (Fifth Army)                 |
| Gen. William S. Wallace, USA (Ret.)             | Former Commanding General, U.S. TRADOC   |
| The Honorable Thomas White                      | Secretary of the Army  |
| Col. Jeff Williams, USA (Ret.)                  | Astronaut, veteran of one shuttle mission and two six month tours aboard the International Space Station                         |
| Rear Admiral Edward Winters, III, USN           | Former Commander, Naval Special Warfare Command  |
| Captain Janice Wynn, USN                        | NPS alumnus and NPS Dean of Students   |
| Capt. John A. Zangardi, USN (Ret.)              | Former Deputy Director Warfare Integration Programs  |

Source: NPS Alumni Relations Office

## FACULTY



# Faculty by Rank

## TENURE TRACK

| Rank                    | GSBPP     | GSEAS     | GSOIS     | SIGS      | Institutes | Other Academic Programs | Admin    | Total      |
|-------------------------|-----------|-----------|-----------|-----------|------------|-------------------------|----------|------------|
| Distinguished Professor | 2         | 13        | 5         | 3         | —          | —                       | —        | 23         |
| Professor               | 8         | 44        | 27        | 10        | —          | 1                       | 2        | 92         |
| Associate Professor     | 22        | 33        | 30        | 17        | —          | 2                       | 1        | 105        |
| Assistant Professor     | 13        | 9         | 12        | 15        | —          | 1                       | —        | 50         |
| <b>Total</b>            | <b>45</b> | <b>99</b> | <b>74</b> | <b>45</b> | <b>—</b>   | <b>4</b>                | <b>3</b> | <b>270</b> |

## NON-TENURE TRACK

| Rank                         | GSBPP      | GSEAS      | GSOIS      | SIGS       | Institutes | Other Academic Programs | Admin     | Total      |
|------------------------------|------------|------------|------------|------------|------------|-------------------------|-----------|------------|
| Research Professor           | —          | 19         | 8          | 1          | 2          | 9                       | —         | 39         |
| Research Associate Professor | 3          | 12         | 8          | 1          | 7          | 1                       | —         | 32         |
| Research Assistant Professor | —          | 15         | 8          | 3          | —          | 1                       | —         | 27         |
| Senior Lecturer              | 21         | 19         | 22         | 21         | —          | 6                       | 5         | 94         |
| Lecturer                     | 17         | 14         | 11         | 23         | —          | 13                      | 1         | 79         |
| Professor Of The Practice    | —          | 11         | 2          | 1          | 2          | —                       | 2         | 18         |
| Research/Ed/Admin Associate  | 5          | 41         | 66         | 27         | 33         | 9                       | 18        | 199        |
| Visiting Faculty             | 13         | 2          | 7          | 1          | —          | 2                       | —         | 25         |
| No Academic Rank             | 1          | —          | 1          | 1          | —          | —                       | 11        | 14         |
| <b>Total</b>                 | <b>60</b>  | <b>133</b> | <b>133</b> | <b>79</b>  | <b>44</b>  | <b>41</b>               | <b>37</b> | <b>527</b> |
| <b>Grand Total</b>           | <b>105</b> | <b>232</b> | <b>207</b> | <b>124</b> | <b>44</b>  | <b>45</b>               | <b>40</b> | <b>797</b> |

*Note: Faculty by rank counts do not include Research Assistants.*

Graduate School of Business and Public Policy (GSBPP)  
 Graduate School of Engineering and Applied Sciences (GSEAS)  
 Graduate School of Operational and Information Sciences (GSOIS)  
 School of International Graduate Studies (SIGS)

*Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning*

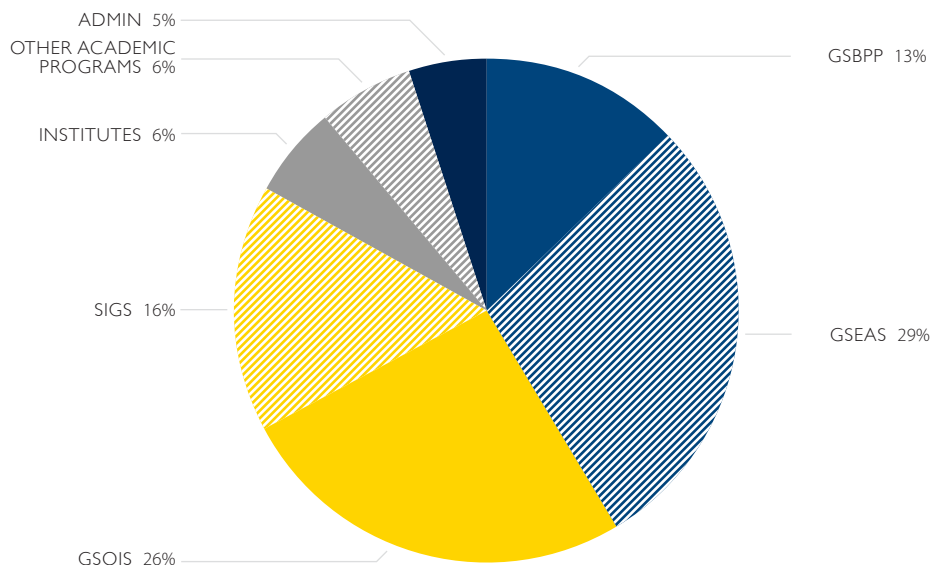
# Tenure Track vs. Non-Tenure Track Faculty

BY SCHOOL / 2012

| SCHOOL   | TENURE TRACK | NON-TENURE TRACK | TOTAL      |
|--|--------------|------------------|------------|
| Graduate School of Business and Public Policy (GSBPP)          | 45           | 60               | 105        |
| Graduate School of Engineering and Applied Sciences (GSEAS)    | 99           | 133              | 232        |
| Graduate School of Operational and Information Systems (GSOIS) | 74           | 133              | 207        |
| School of International Graduate Studies (SIGS)                | 45           | 79               | 124        |
| Institutes   | —            | 44               | 44         |
| Other Academic Programs  | 4            | 41               | 45         |
| Admin  | 3            | 37               | 40         |
| <b>Total</b>   | <b>270</b>   | <b>527</b>       | <b>797</b> |

## Faculty Distribution

BY SCHOOL

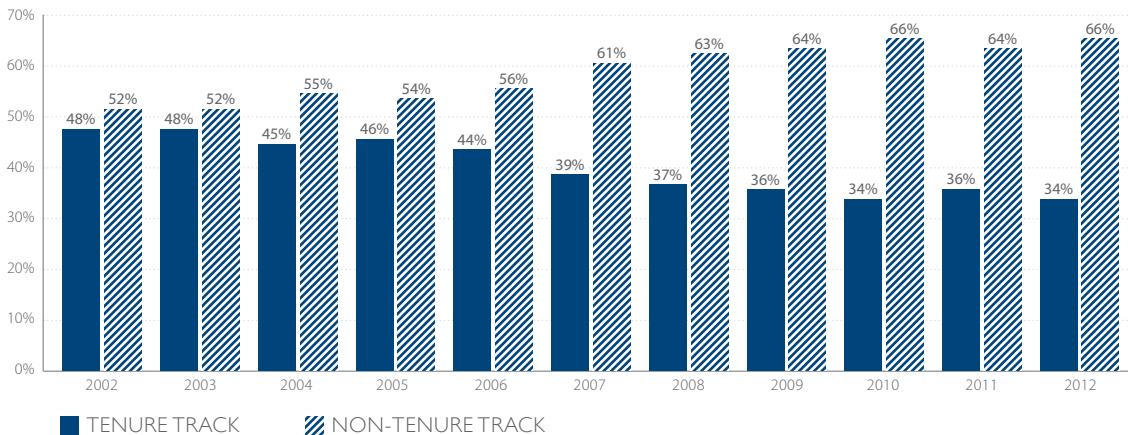


Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning



# Tenure Track/Non-Tenure Track Faculty

TRENDS SINCE 2002



|                  | 2002       | 2003       | 2004       | 2005       | 2006       | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       |
|------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Tenure Track     | 224        | 216        | 240        | 242        | 241        | 236        | 248        | 254        | 260        | 269        | 270        |
| Non-Tenure Track | 240        | 238        | 288        | 283        | 301        | 369        | 428        | 454        | 504        | 468        | 527        |
| <b>Total</b>     | <b>464</b> | <b>454</b> | <b>528</b> | <b>525</b> | <b>542</b> | <b>605</b> | <b>676</b> | <b>708</b> | <b>764</b> | <b>737</b> | <b>797</b> |

Note: AY 2011 and AY 2012 faculty counts do not include Research Assistants.

## Student Faculty Ratio (SFR) By School

PEAK QUARTER / SUMMER 2012

| SCHOOL   | RATIO      |
|--|------------|
| Graduate School of Business and Public Policy (GSBPP)          | 7.3        |
| Graduate School of Engineering and Applied Sciences (GSEAS)    | 5.7        |
| Graduate School of Operational and Information Systems (GSOIS) | 9.9        |
| School of International Graduate Studies (SIGS)                | 6.9        |
| <b>Total</b>   | <b>7.5</b> |

Note: Student credit hours include degree and certificate. Faculty full-time equivalent includes instructional faculty only as defined by IPEDS.

Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

# Faculty and Staff 2012

BY ETHNICITY

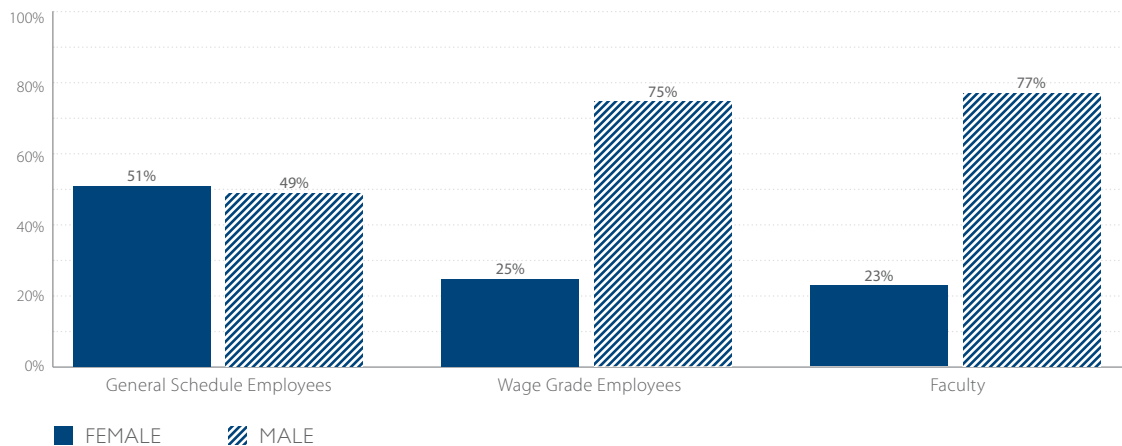
|              | BLACK/AFRICAN<br>AMERICAN | AMERICAN INDIAN/<br>ALASKAN NATIVE | ASIAN AND PACIFIC<br>ISLANDER | HISPANIC  | WHITE      | UNKNOWN    | TOTAL        |
|--------------|---------------------------|------------------------------------|-------------------------------|-----------|------------|------------|--------------|
| NPS GS       | 39                        | 3                                  | 69                            | 41        | 322        | 4          | 478          |
| NPS WG       | —                         | —                                  | 1                             | —         | 3          | —          | 4            |
| NPS Faculty  | 5                         | 2                                  | 55                            | 18        | 592        | 125        | 797          |
| <b>Total</b> | <b>44</b>                 | <b>5</b>                           | <b>125</b>                    | <b>59</b> | <b>917</b> | <b>129</b> | <b>1,279</b> |

GS = General Schedule Employees

WG = Wage Grade Employees

# Faculty and Staff 2012

BY GENDER



Source: Office of Academic Planning as of Nov. 2012 and Office of Institutional Research and Planning

# RESOURCES



# Size of NPS Systems

## MULTIPLE NETWORKS

- EDU — nps.edu — CENIC
- HPR — hpr.nps.edu — CENIC
- MIL — nps.navy.mil — DREN
- Public (for guests) — public.nps.edu — CENIC
- DoDNet — (Monterey DoD Interconnect — DMDC, PERSEREC, DLIFLC, NRL, FNMOC, NPS)
- PACBell Research Network

## WIRELESS

|   |     |
|---|-----|
| Wireless Access Coverage.....                       | 94% |
| Number of buildings covered by wireless .....       | 30  |
| Average number of systems connected wirelessly..... | 700 |

## ACCOUNTS (USER ACCOUNTS)

|                                      |              |
|--------------------------------------|--------------|
| Staff.....                           | 1,174        |
| Faculty.....                         | 967          |
| Resident Students .....              | 2,677        |
| Distance Learning Students .....     | 1,789        |
| DoDNet accounts (DLI and FNMOC)..... | 10*          |
| Contractors.....                     | 356          |
| Shared business mailboxes .....      | 361          |
| <b>Total .....</b>                   | <b>7,334</b> |

*\*Note: DoDNet no longer hosts DLIFLC user accounts.*

## WEB SERVICES

### Total Page views annually

|                |            |
|----------------|------------|
| Extranet.....  | 19,937,866 |
| Intranet ..... | 8,200,432  |

## USER DATA

|   |          |
|---|----------|
| Profile and network storage .....             | 19.4 TB  |
| Group Shares.....                             | 5.7 TB   |
| Virtualized server storage/Databases.....     | 22.5 TB  |
| Total backup/recover storage .....            | 142.8 TB |
| Total number of trouble tickets in 2012 ..... | 59,174   |

# Size of NPS Systems

## ACADEMIC APPLICATIONS

|  |             |
|--|-------------|
| Learning Resource Center applications.....   | 288         |
| External E-Mail Received per year.....   | 29,503,038  |
| Approximate emails per day classified as spam using Barracuda .....  | 31,635      |
| Number of unique malware blocked from infecting workstations on the network.....   | 532         |
| Of all malware blocked, percentage captured using the daily Scheduled Anti-Virus scans.....                                | 50%         |
| Of all malware blocked, percentage captured using continuous Auto-Protect.....   | 47%         |
| Significant increase in FY 2012, in the number of incidents detected and resolved,<br>due to improved detection tools..... | 40%         |
| Estimated number of SPAM messages around the world in 2012 .....   | 36 TRILLION |
| Total cost avoided by NPS due to effective use of SPAM Firewall.....   | \$867,426   |
| Number of operating system and application patches applied across the network.....   | 141,642     |

## TELECOMMUNICATIONS

|  |         |
|--|---------|
| VOIP installed.....                              | 553     |
| Analog subscribers.....                          | 3,350   |
| Reliability of phone system .....                | 98%     |
| Average number of conference calls/month .....   | 142     |
| Average number of connection/month .....         | 557     |
| Total number of minutes for all Conferences..... | 122,498 |

## HIGH PERFORMANCE COMPUTING (HPC)

|  |        |
|--|--------|
| Number of Linux workstations.....            | 40     |
| Number of Linux users .....                  | 250    |
| Number of HPC Supercomputer processors ..... | 1,340  |
| Number of Supercomputer users .....          | 150    |
| Current HPC disk space.....                  | 475 TB |

*(The average monthly computation performed on the hamming supercomputer would take 25 years to perform on a single CPU).*

## EDUCATIONAL TECHNOLOGY

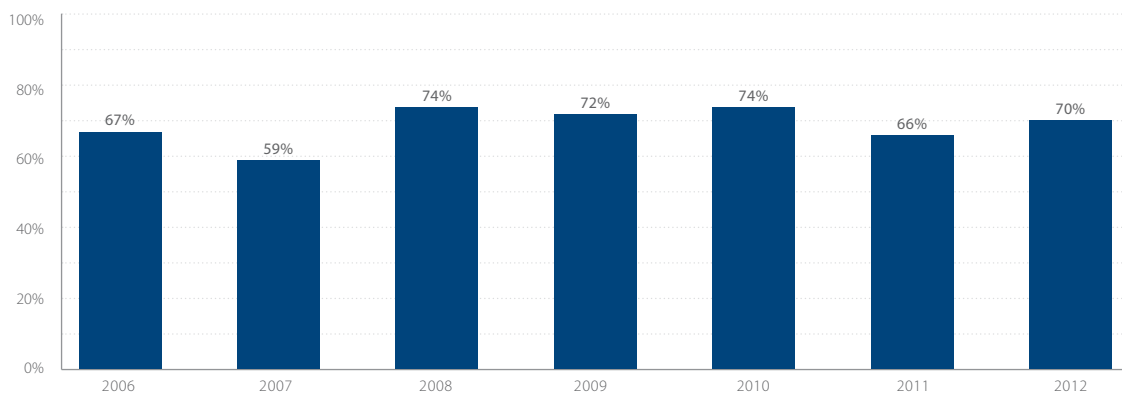
|   |                     |
|---|---------------------|
| Forty-Eight Point Multipoint Control Unit (MCU)/Video Bridge.....               | 1                   |
| ISDN Video-Conferencing Circuits.....   | 165                 |
| Multimedia Presentation Systems .....   | 133                 |
| Video-Conferencing Facilities .....   | 42 <sup>1</sup>     |
| Video Tele-Education Systems.....   | 10                  |
| Class hours recorded and streamed via the Internet in FY12 .....                | 5,259               |
| Class hours recorded and delivered through web-conferencing system in FY12..... | 11,624 <sup>2</sup> |
| Logins to the Learning Management System in FY12.....                           | 993,954             |
| Courses hosted on the Learning Management System .....                          | 4,484               |

<sup>1</sup> This reflects the total number of available Video-conferencing facilities. Previous editions only accounted for facilities managed by ITACS.

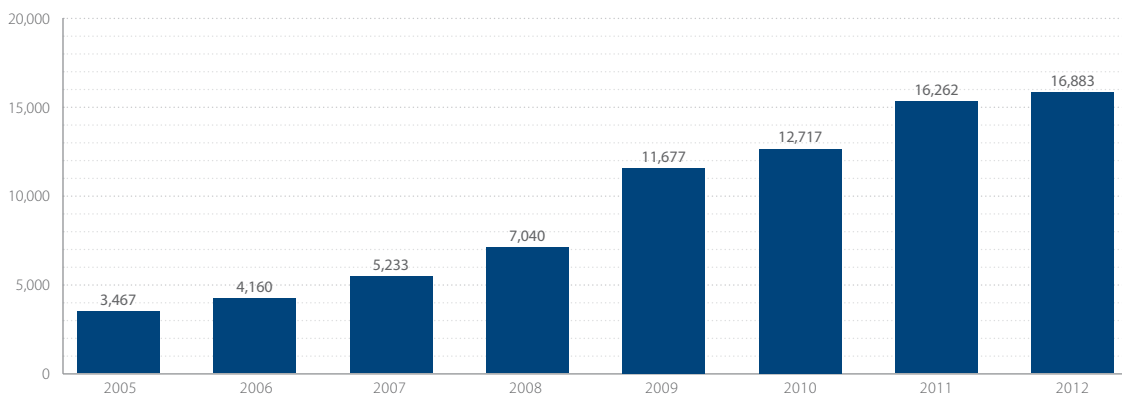
<sup>2</sup> Class hours delivered through web-conferencing consists of expected growth and an increasing trend away from streaming classes via the Internet

Source: Information Technology and Communications Services

## Percentage of SPAM Blocked

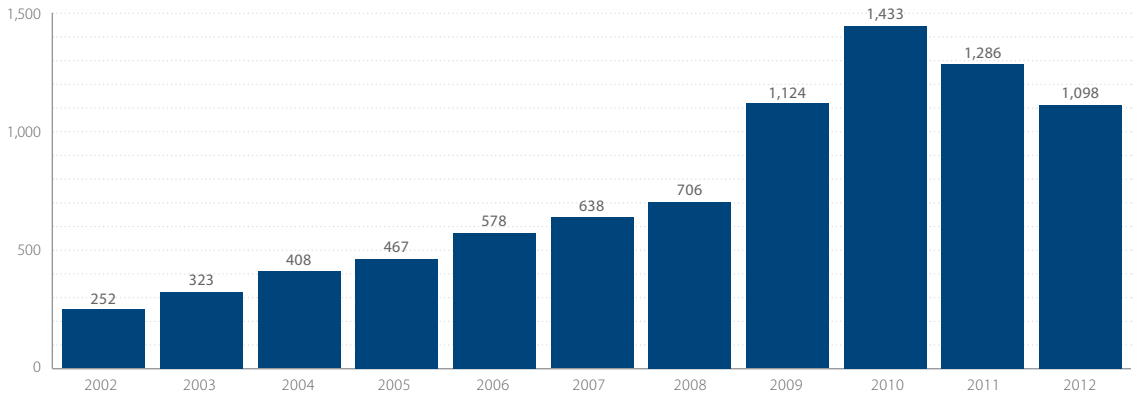


## Hours of Class Content Captured on Streaming Media

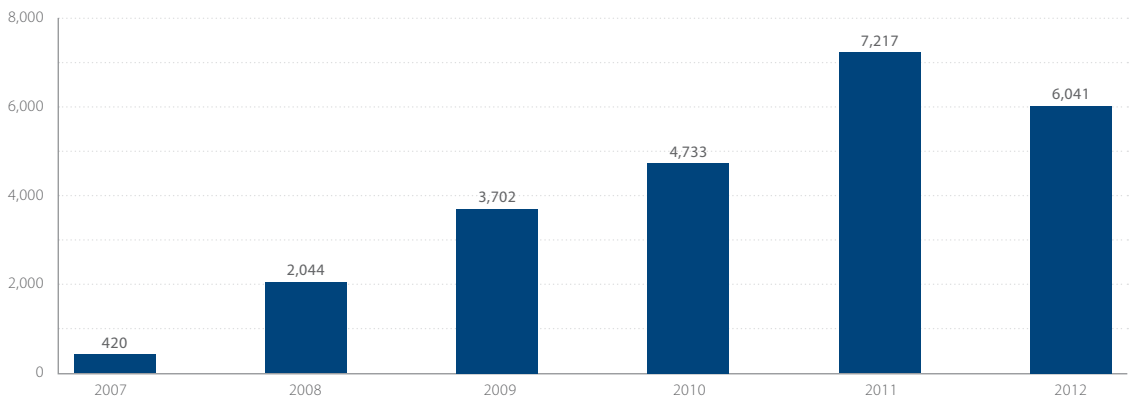


Source: Information Technology and Communications Services

## Number of Learning Management System Courses Created



## Number of Web-Based Synchronous Collaboration Sessions



Source: Information Technology and Communications Services

# Information Technology and Communications Services Partnerships

## CORPORATION FOR EDUCATION NETWORK INITIATIVES IN CALIFORNIA (CENIC)

State research and education network (CalREN) links University of California campuses and system, California State University campuses and system, University of Southern California, Cal Tech, Stanford University and the Naval Postgraduate School, as well as providing connectivity to other national high-speed networks such as LambdaRail and Internet2.

## INTERNET2

National high-speed, high capacity network; U.S. university-led consortium with partners in industry and government accelerating development of tomorrow's internet.

## DEFENSE RESEARCH ENGINEERING NETWORK (DREN)

DOD's recognized research and engineering network. Robust, high-capacity, low-latency nation-wide network that provides connectivity between and among the HPCMP's geographically dispersed High Performance Computing (HPC) user sites, HPC Centers, and other networks.

## MONTEREY PENINSULA DEPARTMENT OF DEFENSE NET

Regional DOD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center, Naval Research Laboratory, Defense Language Institute, Defense Manpower Data Center, Naval Postgraduate School, and the Defense Personnel Security Research Center.

## NAVY HIGHER EDUCATION IT CONSORTIUM

Naval Postgraduate School, Naval War College, and Naval Academy CIOs working to develop higher education-based collaborations to maximize effectiveness of technology use at each of the three institutions.

## EDUCATIONAL PARTNERSHIPS

Educational and research partners of NPS that have established links to distributed technology tools: Synchronous Collaboration System, Learning Management System, Video capture, Video editing system and Podcasting. These partnerships include:

- Defense Language Institute, Foreign Language Center (DLIFLC)
- DOD Foreign Area Officer Program
- Commander Navy Installation Command (CNIC)

## UNIVERSITY OF CALIFORNIA SAN DIEGO—CALIT2

Membership in the Optiputer initiative serving as the optical networking foundation for research and supercomputer collaborations between NPS and more than two dozen universities around the world.

## DOD EDUCATIONAL INFORMATION SECURITY WORKING GROUP

23 DOD educational institutions that focus on network and information security — collaborate electronically throughout the year to solve security related problems.

## CINEGRID

Interdisciplinary community focused on the research, development, and demonstration of networked collaborative tools to enable the production, use and exchange of very-high quality digital media over photonic networks.

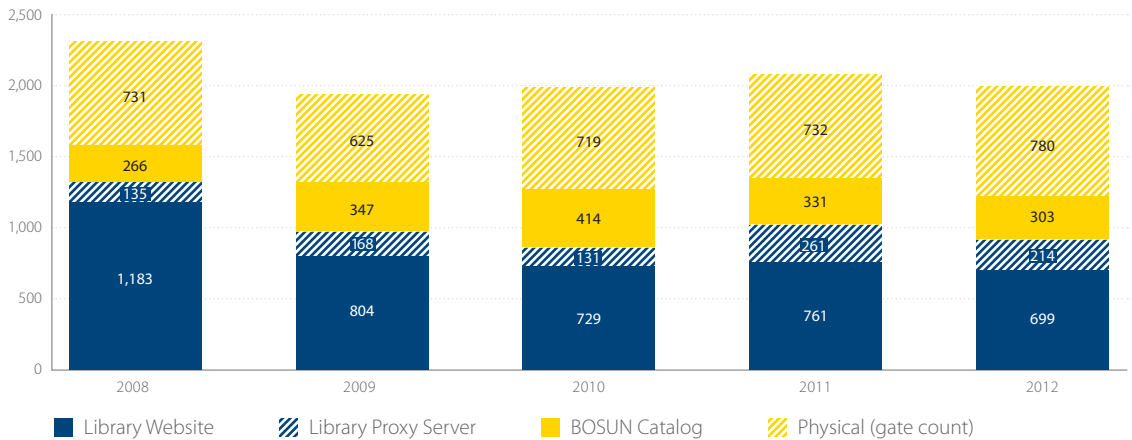
## CENTRAL COAST BROADBAND CONSORTIUM

The Central Coast Broadband Consortium is led by California State University Monterey Bay, with membership from Monterey County, Monterey City, Monterey County Business Council, Naval Postgraduate School, and UC Santa Cruz. The mission of the CCB is to plan for, build and connect the region's disparate telecommunications networks and fulfill critical gaps, offering high speed Internet connectivity to ensure equity, access and digital literacy for all residents, business, government, education and other important civic and social services agencies and institutions in the region.



# Number of Average Library Daily Visits

ONSITE AND VIRTUAL



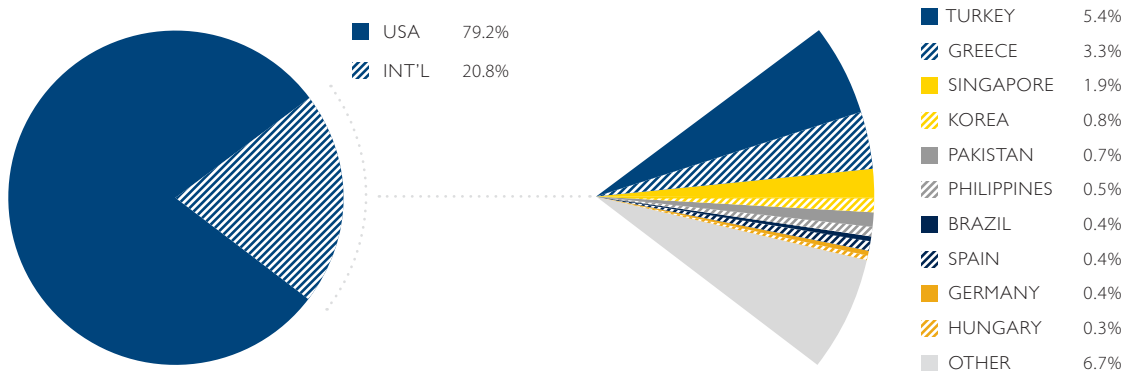
Note: Starting 2011 — Used new tool to obtain more accurate proxy server data.

## NPS Alumni Registered for FY2012 Library Access

TOP COUNTRIES (N=2,098)

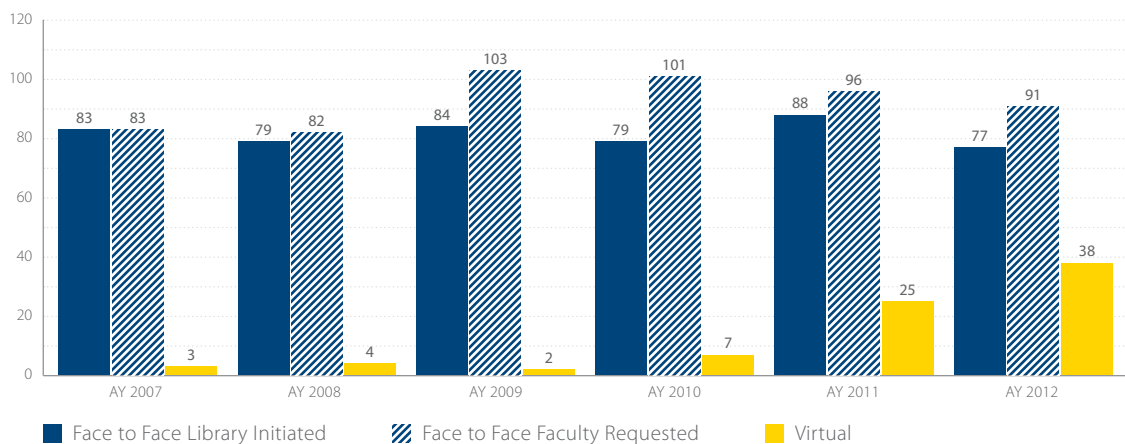
### NPS ALUMNI LIBRARY ACCESS

Eligible USA and international alumni can access select licensed library resources useful in keeping up with issues important to their career. Students can register online and utilize these resources via the Dudley Knox Library, Alumni Access web page.



Source: Dudley Knox Library

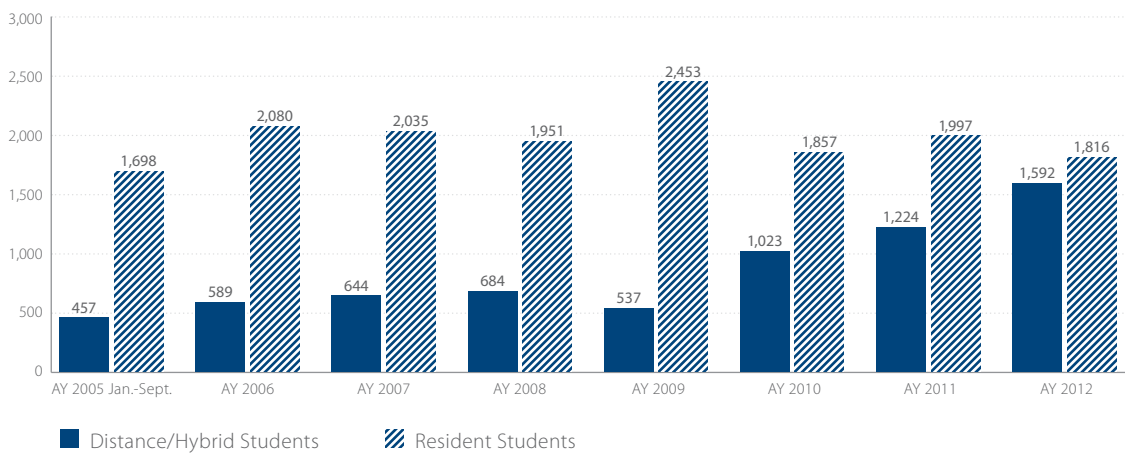
# Instruction Sessions By Means of Delivery



*Note: Does not include library tours.*

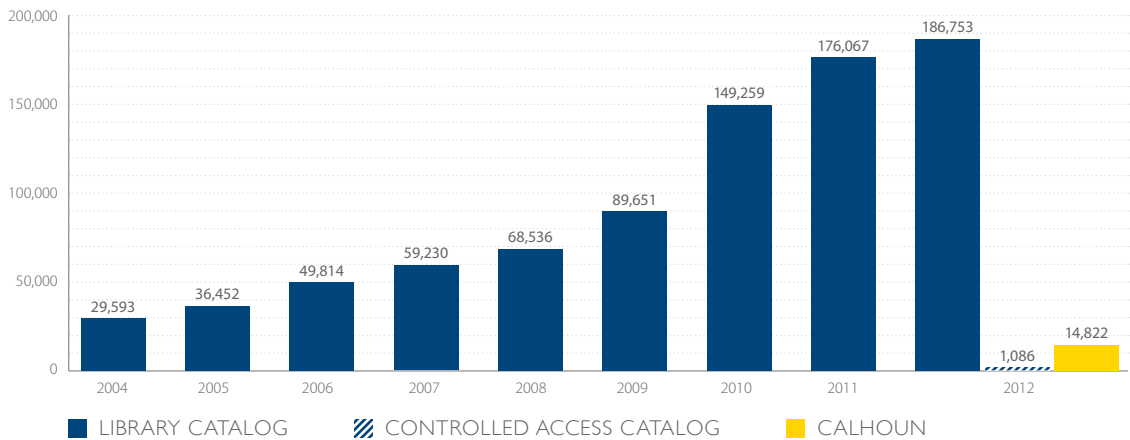
## Instruction Session Participants

DISTANCE/HYBRID VS. RESIDENT



Source: Dudley Knox Library

# Number of Electronic Resources



*Note: 2010 increase due to new EBRARY titles. FY12 added Controlled Access Catalog and the Calhoun electronic repository.*

## Top 10 Local Digital Collections Downloads

EDOCS / 2012

1. How to Optimize Joint Theater Ballistic Missile Defense (Thesis, March 2004, Diehl)
2. JP5-03.1 Joint Operation Planning and Execution System Volume 1 (Planning Policies and Procedures)
3. Mujahideen Tactics in the Soviet — Afghan War (2002 CRSC Report)
4. Submarine Warfare in the 20th & 21st Centuries: A Bibliography (Bibliography)
5. Joint Pub 3-50 National Search and Rescue Manual Volume 1: National Search and Rescue System
6. Information Warfare and Information Operations (IW/IO): A Bibliography
7. The Mitigation of Radio Noise from External Sources and Radio Receiving Sites 6th Edition May 2007
8. Joint Pub 6-06.1 Joint Have Quick Planners Guide Joint Tactics, Techniques, and Procedures for Have Quick
9. The Battle of Midway: A Bibliography
10. A Bibliography of Professional Military Education

*Source: Dudley Knox Library*

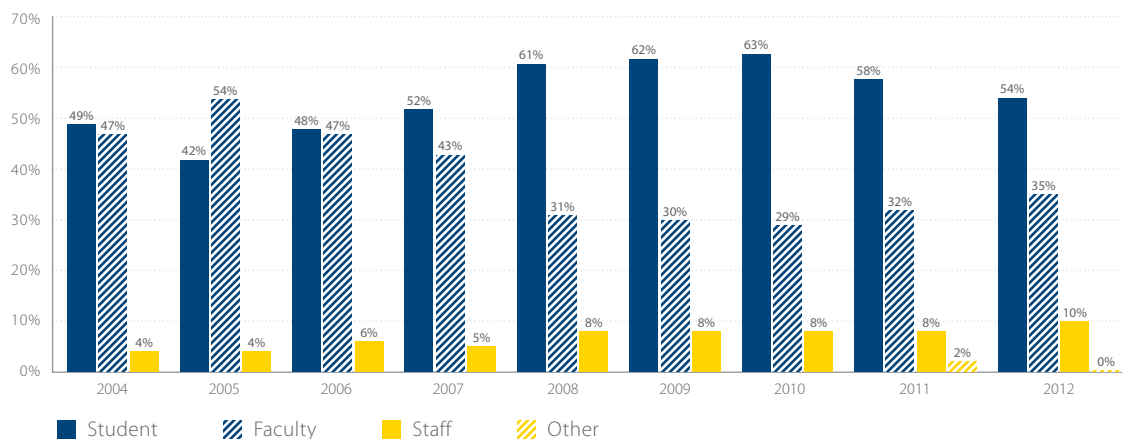
# Top 10 Downloads

LIBRARY CREATED CONTENT / 2012

1. Dudley Knox Library APA Style Citation Guide
2. Thesis Quickstart (presentation file)
3. Dudley Knox Library Chicago Style Citation Guide
4. NPS CRUSER Bibliography
5. Refworks Workshop Hands-on Exercises (document)
6. Intelligence and Policy-Making: A Bibliography
7. Defense Cost Analysis Reading List (document)
8. Copyright Tips and Tricks (presentation file)
9. Search the Invisible or Deep Web (presentation file)
10. Write n Cite Instructions (document)

## Interlibrary Loan

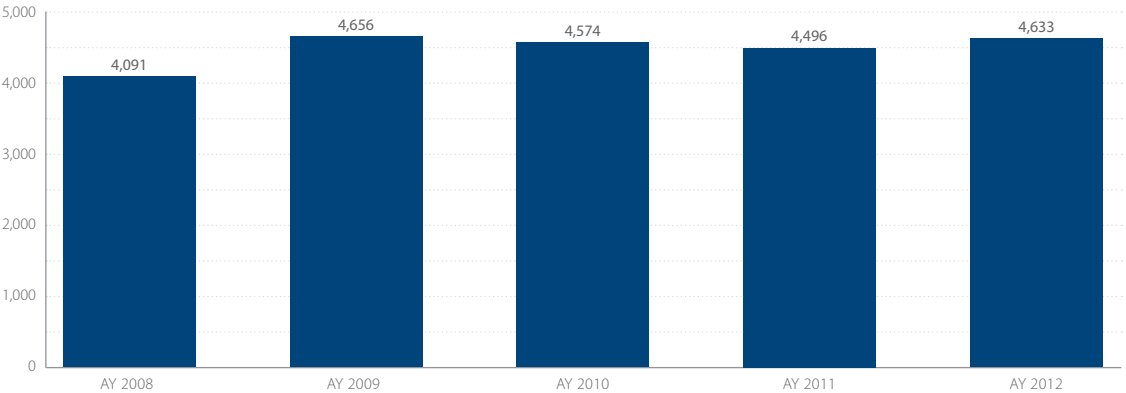
BORROWING FROM OUTSIDE LIBRARIES BY PERCENT OF PATRON TYPE



*Note: Starting in 2011 — added “other” category.*

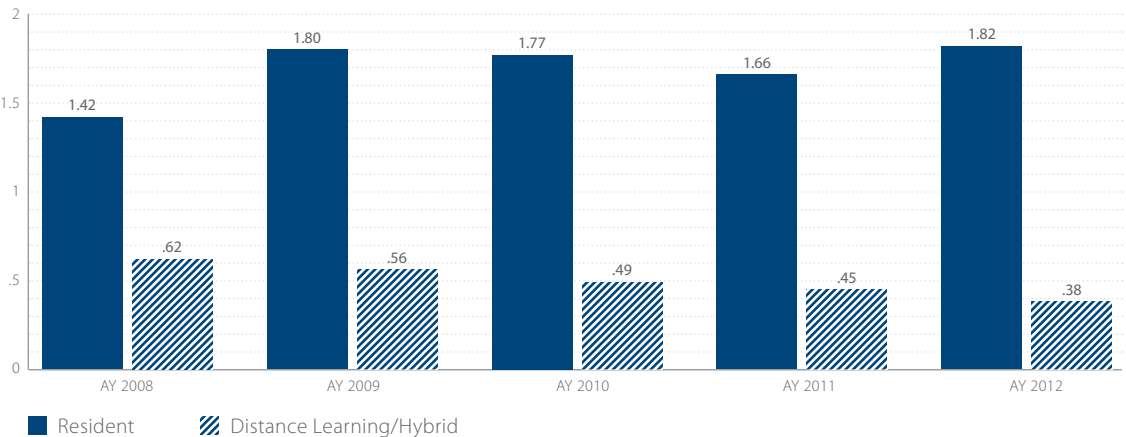
Source: Dudley Knox Library

# Total Reference Questions



*Note: Includes all reference questions (for Research Assistance) through all means, both on and off desk.*

# Reference Questions Per Student



Source: Dudley Knox Library

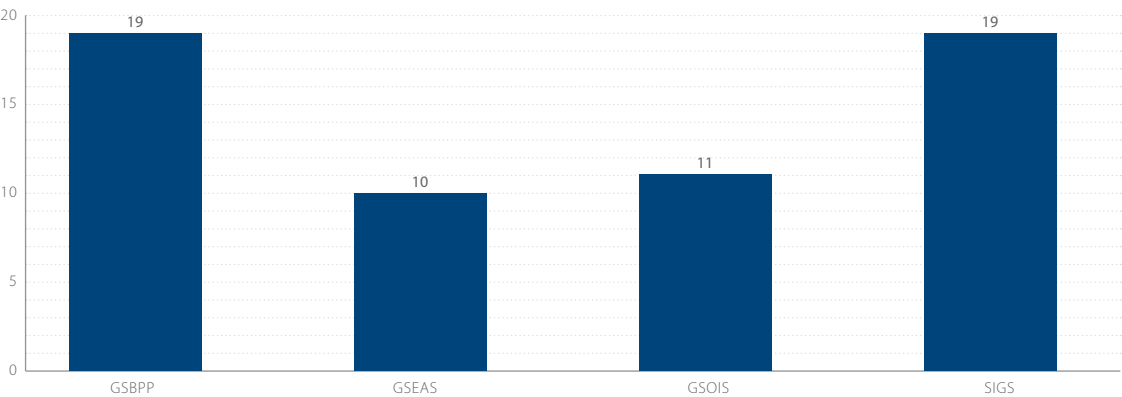
# Academic Facilities

| Function                          | Quantity | Description  | Total Cost |
|-----------------------------------|----------|--|------------|
| Baseline Classroom                | 77       | Traditional classroom with multi-media projection system and instructor computer. This is the minimum baseline technology for all traditional classrooms.  | \$16,050   |
| Laptop-Ready Classroom            | 1        | Baseline classroom with AC electrical and LAN ports run to each seat for connecting laptops.   | \$21,050   |
| Computer-Equipped Classroom       | 10       | Baseline classroom or lab with networked PCs and AC at each student seat.  | \$74,403   |
| Teaching Enhanced Active Learning | 1        | Classroom with shared power and network connectivity at student stations, strategically placed plasma displays and ability for students to project from study stations to displays.  | \$93,000   |
| VTE Classroom                     | 4        | Video tele-education classroom. Traditional style classroom augmented with videoconferencing technology, specialized video display system, instructor PC, document camera, VCR, microphones, loudspeakers, and audiovisual routing matrix. | \$118,400  |
| VTE Studio                        | 3        | Video tele-education teaching studio. Enhanced version of Type 3a VTE Classroom, but without seats for local students. Used for VTE programs with only remote students. Includes large rear-screen projection system.                      | \$131,400  |
| Video Instruction Suites          | 3        | Video studios equipped for VTE or Elluminate use.  | \$61,233   |
| VTC Equipped Classroom            | 3        | Traditional or computer equipped classrooms with video-conferencing capability. Not equipped for VTE. NOTE: This is an enhancement to the existing facilities and does not represent additional rooms.                                     | \$42,500   |
| Secure Classrooms                 | 3        | Traditional classrooms with baseline AV capabilities in SCIF and STBL  | \$18,050   |
| LRC Windows                       | 15       | Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.  | \$103,470  |
| LRC Unix/Linux                    | 2        | Public Learning Resource Centers. Equipped with networked computers for student use, instructor computer, networked printer. Commonly used as a computer classroom on an irregular basis.  | \$96,767   |
| Mac Lab                           | 1        | Public Learning Center outfitted with network computers for student use, instructor printer, networked printer. Used as a computer lab and contains Apple Mac Pros with a dual boot Mac OS and Windows XP configuration.                   | \$106,000  |

Source: Instructional Technology

# On-Campus Average Class Size

BY SCHOOL / 2012



| SCHOOL   | AVERAGE CLASS SIZE |
|--|--------------------|
| Graduate School of Business and Public Policy (GSBPP)          | 19                 |
| Graduate School of Engineering and Applied Sciences (GSEAS)    | 10                 |
| Graduate School of Operational and Information Systems (GSOIS) | 11                 |
| School of International Graduate Studies (SIGS)                | 19                 |
| <b>NPS Average Class Size</b>                                  | <b>13</b>          |

*Note: Student counts include all courses for all quarters. Graduate courses under 3000-level not included.*

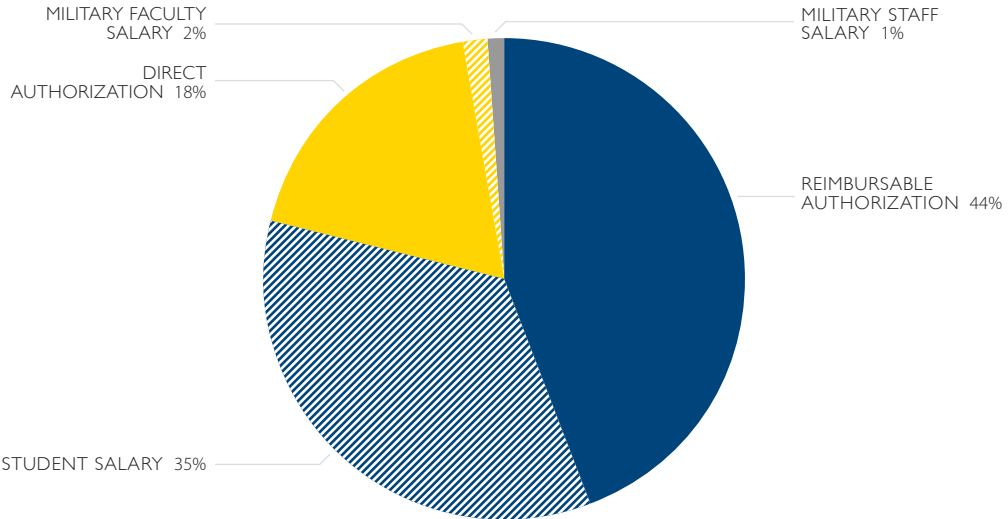






# Total Operations and Military Salary

BUDGET BY SOURCE / FY 2012

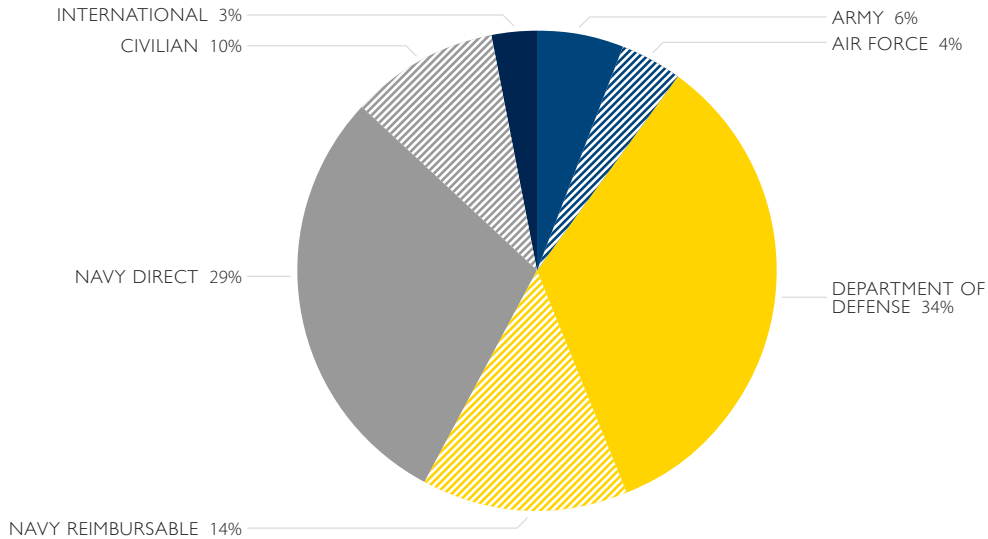


| SCHOOL                  | \$ ALLOCATED (IN MILLIONS) |
|-------------------------|----------------------------|
| Reimbursable Income     | \$260.0                    |
| Student Salary          | \$204.3                    |
| Direct Authorization    | \$108.6                    |
| Military Faculty Salary | \$9.0                      |
| Military Staff Salary   | \$6.3                      |
| <b>Total</b>            | <b>\$588.2</b>             |

Source: Comptroller

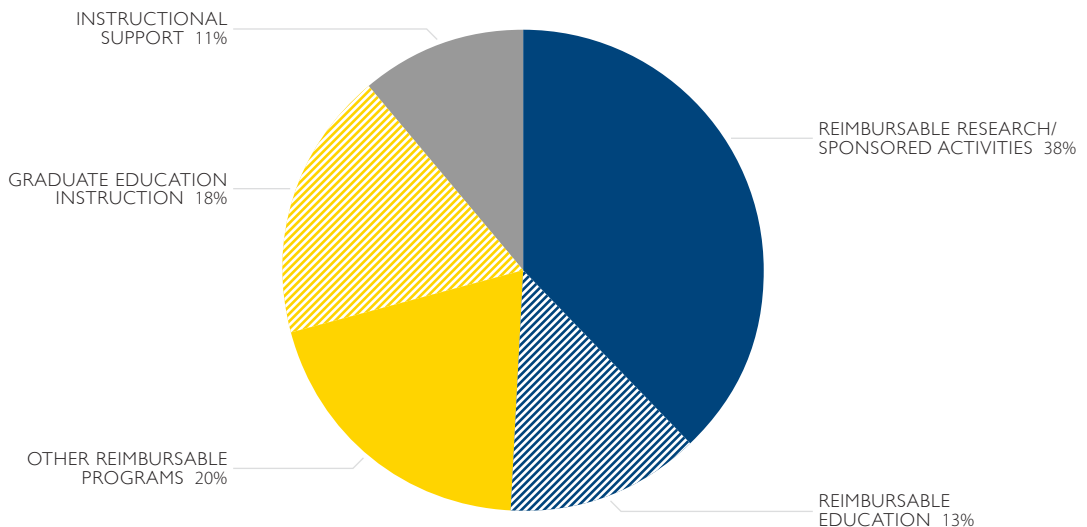
# NPS FY 2012 Revenues by Source

DIRECT AND REIMBURSABLE



# NPS FY 2012 Expenditures by Category

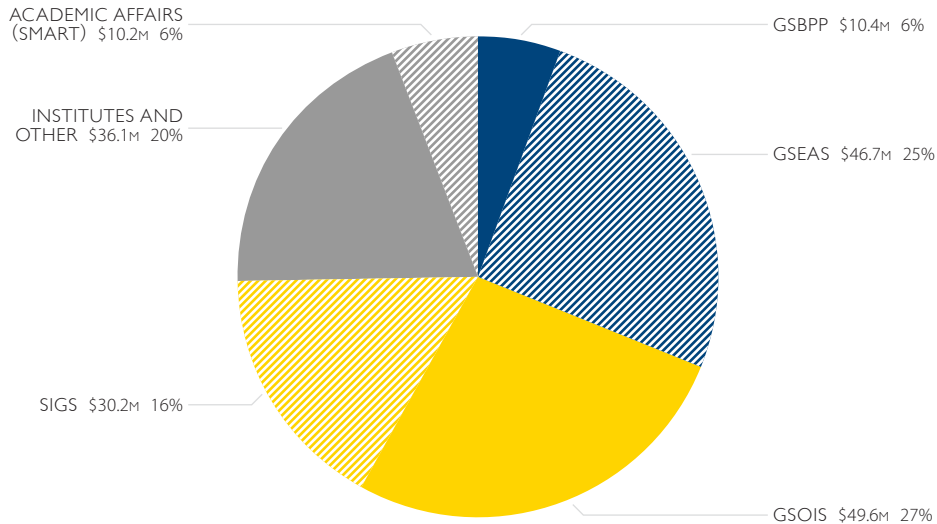
DIRECT AND REIMBURSABLE \$368.5 MILLION



Source: Comptroller

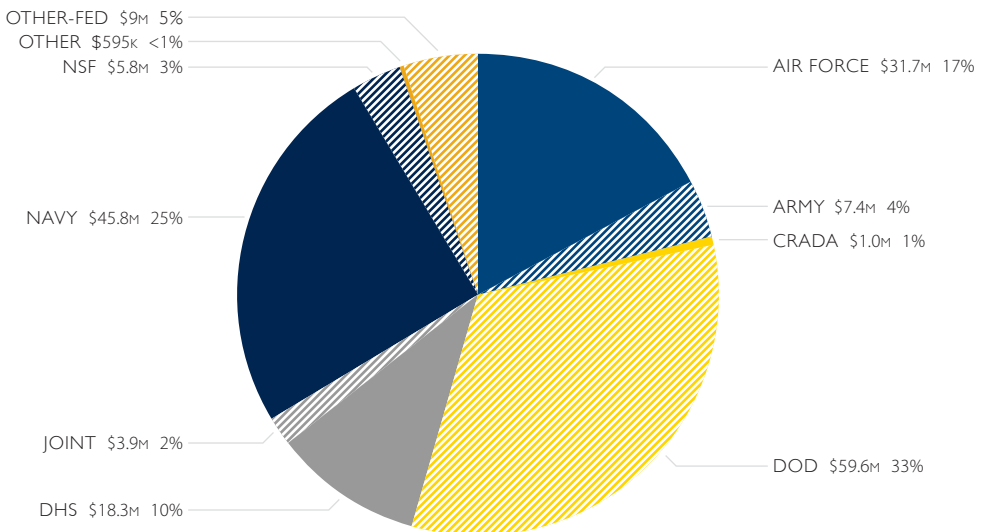
# Sponsored Program Expenditures 2012

BY NPS ORGANIZATION (IN MILLIONS OF DOLLARS)



# Sponsored Program Expenditures 2012

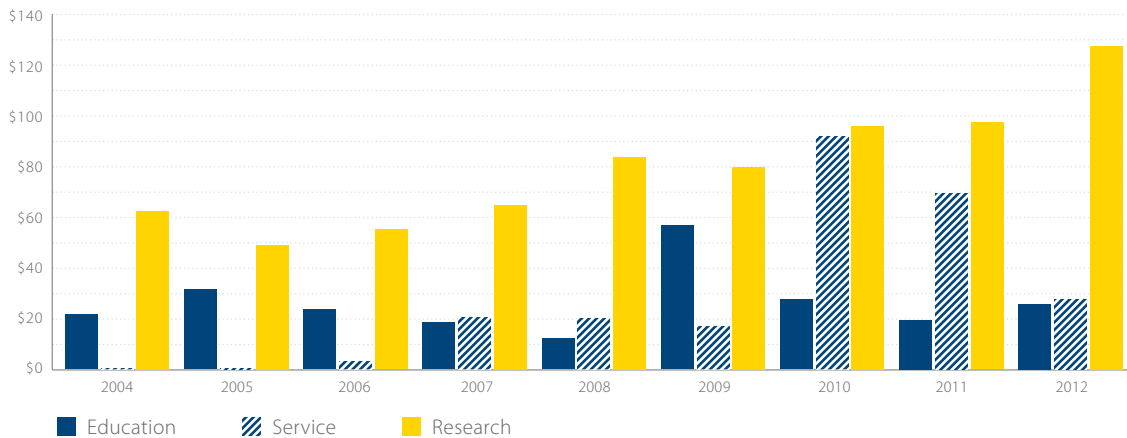
BY SPONSOR (IN MILLIONS OF DOLLARS)



Source: Research Office

# Sponsored Programs Expenditures

## TRENDS SINCE 2004 (IN MILLIONS OF DOLLARS)



|              | 2004          | 2005          | 2006          | 2007           | 2008           | 2009           | 2010           | 2011           | 2012           |
|--------------|---------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Education    | \$21.5        | \$31.2        | \$23.4        | \$18.3         | \$12.1         | \$56.4         | \$27.4         | \$19.3         | \$26.5         |
| Service      | \$0.3         | \$0.5         | \$3.1         | \$20.3         | \$19.8         | \$16.8         | \$91.2         | \$69.2         | \$28.4         |
| Research     | \$62.0        | \$48.7        | \$54.9        | \$64.4         | \$83.3         | \$79.4         | \$95.4         | \$96.8         | \$128.3        |
| <b>Total</b> | <b>\$83.8</b> | <b>\$80.4</b> | <b>\$81.4</b> | <b>\$103.0</b> | <b>\$115.2</b> | <b>\$152.6</b> | <b>\$214.0</b> | <b>\$185.3</b> | <b>\$183.2</b> |

Note: 2010 and 2011 data include expenditures for DOD SMART (Science, Mathematics and Research for Transformation) Program.



NAVAL  
POSTGRADUATE  
SCHOOL

I UNIVERSITY CIRCLE  
MONTEREY, CALIFORNIA 93943  
831.656.3985  
[WWW.NPS.EDU](http://WWW.NPS.EDU)